TASK ORDER (TO)

47QFCA20F0006

Military Community and Family Policy (MC&FP) Outreach and Digital Enterprise Services (MODES)

in support of:

Deputy Assistant Secretary of Defense for Personnel and Readiness (DASD/P&R), MC&FP

Awarded to:
Miracle Systems, LLC
1621 North Kent Street
Suite 1000
Arlington, VA 22209

Issued by:
The Federal Systems Integration and Management Center (FEDSIM)
1800 F Street, NW (QF0B)
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C.1 BACKGROUND

The Deputy Assistant Secretary of Defense for Military Community and Family Policy (MC&FP) is directly responsible for programs and policies that establish and support community quality of life programs for service members and their families worldwide. Specifically, the Deputate performs the following functions:

a. Provides programmatic support services to United States (U.S.) Military Service members and their families via Military OneSource's services and resources including, but not limited to, Military OneSource, Military and Family Life Counseling (MFLC), and Spouse Education and Career Opportunities (SECO).

b. Provides for family support policies and programs in areas including family center operations, child care, youth programs, family advocacy, relocation, and support during mobilization and deployment (including casualty affairs).

c. Establishes program policy for mission sustaining and basic community programs for Morale, Welfare, and Recreation (MWR), resale, and lodging.

d. Coordinates the services of nonprofit agencies such as the Red Cross, Armed Services Young Men's Christian Association, and the United Services Organization (USO).

e. Coordinates with State Policy Makers in support of the Defense State Liaison Office.

f. Provides policy and program oversight to ensure military community quality of life programs are designed and executed to support the needs of the post-drawdown force and the Department of Defense (DoD) mission.

MC&FP serves as the focal point for policy, coordination, and delivery of the broad range of quality of life programs within the DoD. The user base consists of 5.2 million participants including active duty members, members of the reserve services, retirees, and eligible family members. More than two-thirds of these individuals live away from military installations and their associated support networks.

Reaching this large and diverse cohort has unique challenges and extends beyond geography. It is critically important that service members, their families, survivors, supporting service providers, and a service member's network of support receive information about and delivery of available services and resources that are globally and readily accessible through outreach and communication vehicles they trust. To accomplish this, MC&FP developed a robust Outreach and Engagement (O&E) program with an accompanying collection of digital resources, including the flagship Military OneSource program, to inform and deliver services to the entire military community.

In support of the National Defense Strategy and MC&FP's strategic plan, MC&FP continues to transform communication, outreach, and engagement strategies. Throughout the Performance Work Statement (PWS), and the development and execution of activities herein, MC&FP is committed to broadening its O&E endeavors via the ongoing expansion of strategic communication through innovative content development, community O&E activities, and Information Technology (IT) development. In support of these goals, the contractor is expected to research, identify, and develop innovative strategies and solutions to ensure MC&FP remains

the leading and trusted source of quality of life information, programs, and services for the
military community, influencers, and supporters.

C.1.1 PURPOSE

The purpose of this TO is to provide support to MC&FP for all Outreach and Engagement
(O&E) activities, programs, policies, and resources including stakeholder affairs, strategic
communications and analysis, Content and Creative Services (CCS), digital strategies, and
community and public engagement. Additionally, this TO will provide support for the
sustainment and technology enhancement of the MC&FP IT Enterprise, which will enable the
O&E operations and content to be fully integrated into the audience delivery platforms.

C.1.2 MISSION

The Office of the Deputy Assistant Secretary of Defense (ODASD) for MC&FP is directly
responsible for programs and policies that establish and support community quality of life and
readiness for service members, their families, and service providers worldwide. As global
reliance on digital platforms for the delivery of information, resources, and services increases at
a rapid rate, online resources, including the flagship Military OneSource program, must stay
current with emerging technologies and digital strategies.

C.2 SCOPE

The scope of this TO is to provide support for all O&E activities, programs, policies, and
resources including stakeholder affairs, strategic communications and analysis, CCS, digital
strategies, and community and public engagement. The contractor shall provide support for all IT
and cybersecurity disciplines and activities that are necessary to maintain the continuity of O&E
operations. The transformation, sustainment, and enhancement of the MC&FP IT Enterprise are
necessary for the O&E operations to function. The contractor shall provide program
management, outreach and engagement support, IT and cybersecurity enterprise support, and
cloud migration execution and support.

MC&FP's O&E, IT, and DoD Information Assurance (IA) programmatic initiatives rely heavily
on Agile Project Management (APM) and Project Blueprint processes. In determining what
success looks like, APM and "MC&FP's Project/Program/Task Blueprint" (**Section J,
Attachment HH**) are offered to help shape the finer details that will need to be considered and
addressed by all parties and stakeholders. In support of enhanced transparency, as well as
commonly applied best practices, it is vital to commence and execute a project, program, and/or
task with a clear understanding of the intended outcomes, scope, and any implications that may
require deeper consideration.

C.3 CURRENT ENVIRONMENT

The current O&E program is operated and maintained following DoD Principles of Information
(https://dod.defense.gov/Resources/Principles-of-Information/). Continuous user research,
testing, strategic communication, and innovative solutions are integrated into all aspects of the
O&E infrastructure. The associated O&E content development, marketing, and curation through
traditional and digital platforms, multimedia, and online learning continue to change at a rapid

pace. Constant advances in technology must continue to be incorporated, ensuring that the current MC&FP IT infrastructure is responsive to O&E emerging needs. Economic and efficient means of incorporating innovative and emerging content marketing and technologies must be implemented in order to improve user outreach, engagement, information delivery, and performance.

The current MC&FP IT infrastructure is available on a 24/7/365 basis and spans the Defense Information Systems Agency (DISA) Defense Enterprise Computing Center (DECC) and Amazon Web Services (AWS) GovCloud infrastructures. Spanning these infrastructures, MC&FP's IT and IA operating environment includes, but is not limited to, the following technologies: Active Server Pages .NET (ASP.NET), Apache Web Server, the Blackboard LMS API, Cascading Style Sheets (CSS), Extensible Hypertext Markup Language (XHTML), Extensible Markup Language (XML), Hyper Text Markup Language (HTML), Hypertext PreProcessor (PHP), Internet Information Services (IIS) Web Server, Tomcat, JAVA, JAVA Script, Java Server Pages (JSP), Linux Bash shell scripting, Microsoft Active Directory, Microsoft Exchange, Microsoft MVC.NET, Microsoft PowerShell, Microsoft SQL Reporting Service, Microsoft SQL Server, Microsoft Transact-SQL, Microsoft Web Application Proxy Server, Microsoft Web Deploy, MySQL Database Administration, Oracle Application Express (APEX), Oracle Database, Oracle HTTP Server, Oracle Procedural Language/Structured Query Language (PL/SQL), Oracle WebLogic, Red Hat Enterprise Linux, SQL, Windows PowerShell scripting, Windows Server, and the WordPress CMS.

C.4 OBJECTIVE

The objective of this TO is to ensure information about quality of life programs, services, and policies are delivered and received by intended audiences through timely, relevant, and innovative solutions. Content development and delivery must be compatible with existing O&E principles, content marketing practices, and current or future MC&FP IT and cybersecurity information systems, platforms, and practices. The solutions must consistently and continuously be monitored and analyzed to ensure effectiveness with refreshed and enhanced content delivery and IT and cybersecurity innovations. The contractor's solution shall address the following TO objectives:

a. Perform day-to-day operations of all O&E activities including stakeholder relations, strategic communications and analysis, CCS, digital strategies, and community O&E activities for the MC&FP Outreach Operations Division.

b. Conduct research and assessment through qualitative, quantitative, and user-experiential methods to evaluate military community needs, values, and desires to identify opportunities for new, modernized, and/or improved content, programs, services, and outreach methods.

c. Develop content that is original, authentic to the user, provides value, and is visible/easily accessible to its intended audience.

d. Employ content delivery, curation, and marketing strategies that are highly successful to the end-user experience.

e. Employ a suite of analytic tools and strategies to evaluate effectiveness of communication tactics and platform performance and make recommendations based on analysis to improve content and/or content delivery.

f. Perform administrative, operational, maintenance, and programming responsibilities for the MC&FP IT Enterprise in both the DISA and the AWS GovCloud regions.

g. Provide technology solutions to deliver rich and rewarding content to engage users and be driven by user-centered design principles.

h. Employ mobile-first, responsive design principles.

i. Provide flexibility to respond to new feature requirements as directed by the Government.

j. Utilize Agile development methodologies during all phases for the development of the new technology and refresh/enhancements of existing technology.

C.5 TASKS

The following tasks are in support of this acquisition and are detailed below:

a. Task 1 – Provide Program Management

b. Task 2 – Outreach and Engagement (O&E) Support

c. Task 3 – IT and Cybersecurity Enterprise Support

d. Task 4 – Additional Support as Required (Optional)

C.5.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this PWS.

C.5.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for MC&FP via a secure data collection site: The Enterprise Contractor Manpower Reporting Application (ECMRA). The contractor shall completely fill in all required data fields using the following web address: http://www.ecmra.mil/.

Reporting inputs will be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported No Later Than (NLT) October 31 of each calendar year. Contractors may direct questions to the support desk at: http://www.ecmra.mil/.

Contractors may use XML data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.5.1.2   SUBTASK 2 – COORDINATE A PROJECT KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting at the location approved by the Government **(Section F, Deliverable 03)**. The meeting shall provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting shall provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, MC&FP Technical Point of Contact (TPOC) representatives from the directorates, other relevant Government personnel, and the FEDSIM Contracting Officer's Representative (COR).

At least three days prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda **(Section F, Deliverable 02)** for review and approval by the FEDSIM COR and the MC&FP TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

a. Points of Contact (POCs) for all parties.
b. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
c. Staffing Plan and status.
d. Transition-In Plan **(Section F, Deliverable 14)** and discussion.
e. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs)).
f. Invoicing requirements.
g. Quality Management Plan (QMP) **(Section F, Deliverable 13)**.

The Government shall provide the contractor with the number of Government participants for the Kick-Off Meeting, and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes Report **(Section F, Deliverable 04)** documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.3   SUBTASK 3 – PREPARE A WEEKLY STATUS REPORT (WSR)

The contractor shall develop and provide a WSR **(Section J, Attachment Y; Section F, Deliverable 05)**. The WSR shall include the following:

a. **Description of Work Completed During the Week**. The contractor shall describe, in bullet and/or brief paragraph format, all notable activities, tasks, and reports completed since the last WSR. The WSR shall be organized by each required PWS Task and Subtask, and MC&FP Tasking, Assignments, and Reporting (TAR) reference numbers (**Section H.18**) shall be included for all applicable tasks and activities.
b. **Description of Work Planned for the Subsequent Week**. The contractor shall describe, in bullet and/or brief paragraph format, the planned and/or projected activities for the upcoming week. The planned and/or projected activities shall be organized by PWS Task and Subtask.

c. **Future Planned Activities.** The contractor shall describe, in bullet and/or brief paragraph format, the planned and/or projected activities for the near future (2-10 weeks).

d. **Issue Management**. The contractor shall describe, in bullet and/or brief paragraph format, any topics, issues, resources, or tasks that are preventing progress on deliveries. The contractor shall further utilize this section to identify any proposed resolutions to address them.

e. **Status of TAR Activity.** The contractor shall identify all notable activities/tasks and shall provide a brief status for each. The "Status of TAR Activity" section shall further include a color coded "stoplight" reflection of progress (red, yellow, and green) for all activity.

f. **Added, Updated, and/or Modified Files Chart.** The contractor, as the final section of the WSR, shall provide a representative listing of what cloud-based storage files were added, updated, and/or modified during the last seven days.

C.5.1.4 SUBTASK 4 – WEEKLY STATUS MEETINGS

The contractor PM shall convene a Weekly Status Meeting with the MC&FP TPOC, FEDSIM COR, and other Government stakeholders **(Section F, Deliverable 06).** The purpose of this meeting is to ensure all stakeholders are informed of the preceding weekly activities and WSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor shall also utilize these meetings, as well as ongoing open channels of communication, to notify the FEDSIM COR and MC&FP TPOC of any issues that might impact the successful completion of tasks and/or deliverables, as well as provide recommendations to mitigate the impediment(s). The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR and MC&FP TPOC within two workdays of the subject meeting **(Section F, Deliverable 07)**.

C.5.1.5 SUBTASK 5 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR **(Section J, Attachment F; Section F, Deliverable 08)**. The MSR shall include the following:

a. Activities during reporting period, by task (include ongoing activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.

b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.

c. Personnel gains, losses, and status (security investigation, etc.).

d. Government actions required.

e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).

f. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).

g. Cost incurred by CLIN.

h. Ceiling remaining by CLIN.

i. Funds remaining by CLIN.

j. Projected date when 75 percent of funds will be spent by CLIN.

k. Projected date when funds will be exhausted by CLIN.

l. Accumulated invoiced cost for each CLIN up to the previous month.

m. Projected cost of each CLIN for the current month.

n. If applicable, any/all travel completed for the month, including each traveler's name, purpose of travel, and travel cost, and projected/planned travel for the subsequent month.

o. Other Direct Costs (ODCs) estimated, used, and remaining for the reporting period.

p. Service Level Agreement (SLAs) scorecard depicting monthly performance against Acceptable Quality Level (AQL) for each SLA.

C.5.1.6 SUBTASK 6 – CONVENE TECHNICAL STATUS MEETINGS

The contractor PM shall convene a Monthly Technical Status Meeting with the MC&FP TPOC, FEDSIM COR, and other Government stakeholders **(Section F, Deliverable 09)**. The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR **(Section F, Deliverable 10)**.

C.5.1.7 SUBTASK 7 – PREPARE AND UPDATE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP and shall provide it to the Government **(Section F, Deliverable 11)**.

The PMP shall:

a. Describe the proposed management approach.

b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.

c. Include milestones, tasks, and subtasks required in this TO.

d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.

e. Describe in detail the contractor's approach to risk management under this TO.

f. Describe in detail the contractor's approach to communications, including processes, procedures, and other rules of engagement between the contractor and the Government.

g. Include the contractor's QMP.

The PMP is an evolutionary document that shall be updated annually at a minimum and as project changes occur. The contractor shall work from the latest Government-approved version of the PMP.

C.5.1.8   SUBTASK 8 – PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report when the request for travel is submitted **(Section F, Deliverable 12)**. The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and POC at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, trip reports shall be prepared with the information provided in **Section J, Attachment G**.

C.5.1.9   SUBTASK 9 – PROVIDE QUALITY MANAGEMENT

The contractor shall identify and implement its approach for providing and ensuring quality throughout its solution to meet the requirements of the TO. The contractor shall provide a QMP and maintain and update it as changes in the program processes are identified **(Section F, Deliverable 13)**. The contractor's QMP shall describe the application of the appropriate methodology (i.e., quality control and/or quality assurance) for accomplishing TO performance expectations and objectives. The QMP shall describe how the appropriate methodology integrates with the Government's requirements.

C.5.1.10   SUBTASK 10 – TRANSITION-IN

The integrated nature of MC&FP's mission activities requires uninterrupted support for the MODES program. As such, the incoming and outgoing contractors must work together, in collaboration with MC&FP, to provide for smooth operational turnover and minimize the impact on MC&FP and the military community at large.

The contractor shall provide a Transition-In Plan **(Section F, Deliverable 14)** as required in Section F. The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan NLT five calendar days after Government approval, and all transition activities shall be completed **120** calendar days after approval of Transition-In Plan **(Section F, Deliverable 14).**

The Transition-In Plan shall include the following considerations (at a minimum):

a.   A comprehensive schedule depicting the transition activities and milestones for accomplishing MC&FP's Transition-In activities.

b.   A plan to validate and establish priorities with the MC&FP Government team. During the transition-in period, the contractor shall conduct the weekly status meetings with all pertinent stakeholders as mutually agreed upon.

c.   The steps the contractor will utilize to transparently identify and mitigate transition risks.

d.   The steps the contractor will incorporate and execute to ensure that knowledge transfer elements include transfer of expertise and platform working knowledge.

e.   A transition-in staffing plan that includes: (a) a labor category matrix reflective of resource assignments; (b) the contractor's plan to hire and onboard personnel following Project Start (PS) and, if so proposed, throughout the transition period; (c) the

contractor's strategy to seamlessly train and transition staff into each PWS task without impacting service; and (d) the contractor's plan to ensure personnel possess the necessary adjudicated security investigations, security clearances, and professional certifications prior to starting work on the TO.

f. A plan to execute a smooth IT/IA transition-in, while maintaining continuity of services with no degradation in service. This shall include defining processes for the inventory, inspection, and transfer of MC&FP's cloud-based assets, including, but not limited to, software (SW), virtual machines (VM), accounts, privileges websites, hardware (HW), licenses, and warranties, and the transition of all Government-furnished items and contractor-maintained data and equipment.

g. A plan to execute a smooth O&E transition-in, while maintaining continuity of services with no degradation in service. This shall include hands-on training of all public-facing websites, applications, and staff applications in support of O&E content daily operations; hands-on training of all analytics, measurement, reporting, and monitoring platforms, tools, and applications; hands-on training in support of Defense Installation Messaging System (DIMS) certification periods; a review of all O&E logistical documents; a review of the O&E educational and informational inventory; a review of the Amazon Simple Storage Services (AWS3) and external hard drive inventory; and Tier 2 customer support and duty to warn procedures.

C.5.1.11   SUBTASK 11 – TRANSITION-OUT

The contractor shall provide transition-out support. The Transition-Out Plan shall facilitate the seamless transition to the contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan within six months of Project Start (PS) **(Section F, Deliverable 15)**. The contractor shall review and update the Transition-Out Plan in accordance with the specifications in Sections E and F.

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

a. Project management processes.
b. POCs.
c. Location of technical and project management documentation.
d. Status of ongoing technical initiatives.
e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
f. Elevated system privileges, accounts, and access.
g. Inventory, inspection, and transfer of applicable cloud-based assets, including, but not limited to, SW, VMs, websites, HW, licenses, and warranties, and the return of all Government-furnished items and contractor-maintained data and equipment, ensuring that positive control, accountability, and chain of custody are maintained through the point of turnover.
h. Transition of Key Personnel responsibilities.
i. Schedules and milestones.

j. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

C.5.2 TASK 2 – OUTREACH AND ENGAGEMENT (O&E) SUPPORT

The contractor shall provide support for all O&E activities, including stakeholder affairs, strategic communications and analysis, CCS, digital strategies, and community and public engagement.

C.5.2.1 SUBTASK 1 – PROVIDE STAKEHOLDER AFFAIRS SUPPORT

The contractor shall provide stakeholder affairs support (to MC&FP and its stakeholders) to identify O&E initiatives, programs, and policies that will ensure alignment with MC&FP's strategic plan and improve the program's reputation and brand recognition. The contractor shall provide status updates and weekly reports as required for the Stakeholder Affairs activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 16**).

Specifically, the contractor shall:

a. Develop a schedule for and coordinate weekly/biweekly/monthly Stakeholder Meetings utilizing the TAR (**Section H.18**). Ensure key Government Subject Matter Experts (SMEs) and other Government personnel are aware of and invited to attend meetings.

b. Develop and execute a stakeholder affairs program to support O&E requirements of all programs identified by MC&FP.

c. Develop and submit a comprehensive Stakeholder Engagement Strategy Recommendations report within 60 calendar days of PS utilizing the TAR (**Section H.18**), which includes stakeholder identification analysis, stakeholder engagement plan, stakeholder communications strategy, and innovative recommendations for improvement.

d. Identify, document, and track program communication goals, objectives, timelines, and tactics.

e. Provide weekly reports to each stakeholder, program, and/or directorate office on the status of O&E efforts via the TAR (**Section H.18**).

C.5.2.2 SUBTASK 2 – PROVIDE STRATEGIC COMMUNICATIONS AND ANALYSIS

The contractor shall provide strategic communications and analysis support, including research, planning, brand platform support, media analysis, development, and maintenance of all O&E business processes, documentation, analysis, and reporting (**Section J, Attachment Z**). The contractor shall ensure all organizational communication goals and objectives are met and provide status updates and reports as required for the Strategic Communications and Analysis

activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 17**).

Specifically, the contractor shall provide:

a. Strategic Communication Research Services. The contractor shall provide strategic communication research services, including:

   1. Development of a list of key MC&FP audiences and associated DoD or other relevant audience-specific research and provide a summary of findings and recommendations report within 90 calendar days of PS.

   2. The review, findings, and recommendations from Government, third-party, and commercially available research, internally generated research, and contractor original research.

   3. Research that informs the development of communication plans, ad hoc plans, and tactics bundles, brand strategies, customer and process journey maps, user personas, O&E tactics, paid media campaigns, and O&E content development.

b. Strategic Communications Program. The contractor shall develop, track, and execute an approved strategic communication program, which shall include:

   1. Assisting in the identification and development of an outreach operations strategic plan, strategic directorate/programs plans, ad hoc communication plans, and tactics bundles.

   2. Supporting the development of Proposed O&E Guidance.

   3. Creating and managing of a communications calendar NLT 60 calendar days prior to the beginning of each new FY.

   4. Updating existing and establish new strategic goals and objectives for all public-facing websites and applications.

   5. Establishing strategic social media goals and objectives per program suite of platforms.

   6. Establishing strategic goals and objectives for the paid media program and campaigns.

   7. Establishing customer journey mapping.

   8. Establishing key audience lists and developing user personas.

   9. Establishing integrated evaluation services.

c. Brand Platform Support. The contractor shall maintain existing brand platforms and develop new brand platforms that support platform, program, directorate, and/or MC&FP strategic priorities, goals, and objectives.

d. Logistics. The contractor shall develop and maintain all O&E business processes and documentation, including SOPs, user guides, administrator guides, and other process documents, templates, and forms for all public-facing websites, applications, eNewsletters, Staff applications, and social media engagement platforms.

   1. Update and/or develop O&E business processes, logistical documents, including brand and visual style guides, reporting tools and platforms (e.g., Google Analytics

365 and Datarama), Administrator and website/application User Guides, social media SOPs, templates, checklists, production schedules, forms, and calendars.

2. Update and/or develop new website, application and social media SOPs, Admin Guides, and User Guides for all new system or platform developments and current system or platform enhancements in a production environment within 30 calendar days of production environment launch.

3. Within 90 calendar days of PS, develop an SOP to support the O&E logistical program and recommend a calendar for annual document review.

4. Annually, review and recommend updates for all current O&E logistical documents.

5. Provide monthly updates to the current inventory of O&E business processes and documentation.

6. Review the current inventory of CCS materials, including articles, collateral materials, multi-media materials, imagery (still and video), and audio tracts and summarize findings and provide recommendations for the ongoing management of the Content and Creative Services inventory program within 120 days of PS.

    i. Provide monthly updates to the current CCS inventory.

7. Review the O&E Amazon Simple Storage Service (AWS3) and external drives inventory and make recommendations for the ongoing management of the program within 150 days of PS.

    i. Create O&E AWS3/External Drive SOP within 30 calendar days of Government approved recommendation.

    ii. Provide monthly updates of existing AWS3 and external drives inventory.

8. Analysis and Reporting. The contractor shall measure, analyze, and provide reports, including recommendations based on findings, for all aspects of the O&E program. Analysis and reporting shall include:

    i. Executing strategic communication, including plans, tactics and reports.

    ii. Developing Key Performance Indicators (KPIs) for all new or updated program plans, ad hoc communication plans, and tactics bundles.

    iii. Developing reports for all program plans, ad hoc communication plans, and tactics bundles.

        1. As reports for program plans and ad hoc plans vary in complexity, the Government and contractor will mutually agree on delivery due dates.

        2. Reports for all KPI tactics bundles shall be due NLT 30 calendar days post-conclusion of the designated or agree-to outreach effort.

        3. Reports shall include the KPIs as well as a summary of the findings and recommendations based on the findings.

9. Websites, applications, and ePublications reports.

    i. Develop first, second, and third-quarter quarterly individual Website Trend/Web Health Reports within 45 calendar days of the end of the fiscal quarter. Reports shall have a summary, analysis, and recommendations of

usage, including web health (if identified), Tier 2, and topic content consumption by MC&FP or other identified program office. The Government anticipates escalating this requirement to additional monthly reporting beginning in the Second Option Period.

ii. Develop individual annual Website Trend/Web Health Reports within 60 calendar days of the end of the FY for each website. Annual reports shall have a summary, analysis, and recommendations of usage, including web health (if identified), Tier 2, and topic content consumption by MC&FP or other identified program office.

iii. Develop monthly and annual eNewsletter Reports that summarize activity, engagement, and KPIs. The monthly report for the last month of the FY shall be included in the annual report. Monthly reports are due within 30 calendar days of the reporting month. The annual report shall be due within 45 days of the end of the FY.

iv. Recommend, track, and report new KPIs, trends, and other reporting metrics, including Health Goals, for all new or enhanced websites, applications, native applications, or eNewsletters. Recommended KPIs are due NLT 30 calendar days prior to go-live/publication date.

v. Review and make recommendations for new and existing web health goals for each public-facing website, application, blog, and the eNewsletters.

a. The recommendations for existing web health goals are due annually, based upon an agreed upon schedule.

b. Recommendations for new website, application, blog or eNewsletter web heath goals are due 30 calendar days before go-live/publication.

c. Develop web health goals/KPIs for MySECO , and the Education Directory for Children with Special Needs based upon an agreed upon schedule.

10. Paid Media Reports. The contractor shall develop paid media reports that entail a summarization of activity, engagement, and key indicators (monthly, month-over-month, , annually, and by specific campaigns.

i. The monthly report shall be due NLT 30 calendar days of the conclusion of the month.

ii. The semiannual report shall be due NLT 45 calendar days following the conclusion of the semiannual campaign.

iii. The annual report shall be due within 45 calendar days of the end of the fiscal year.

11. Social Media Engagement, Social Listening, and Social Intelligence. The contractor shall develop individual Social Media Engagement Trend Analysis Reports for both the Military OneSource suite of social media platforms and for the SECO suite of social media platforms. Specifically, the contractor shall:

i. Develop quarterly and annual Social Media Engagement Trend Analysis Reports per program that include a summary of KPIs, trends, social listening

and social intelligence trend analysis, and recommendations. Quarterly reports are due no later than 30 calendar days following the conclusion of the quarter. The fourth quarter report will be combined with the annual report. The annual report will be due no later than 45 calendar days following the end of the fiscal year .

    ii.   Conduct and report on one social listening effort each quarter per program (Military OneSource/SECO as reported above, and MC&FP) to be delivered on an agreed upon schedule.

    iii.   Develop additional ad hoc Social Listening and Intelligence Reports by topic or audience at the direction of the Government.

12. Community and Public Engagement. The contractor shall make recommendations for KPIs for the Community and Public Engagement Program NLT 30 days prior to Community and Public Engagement Program launch.

13. Data Collection and Reporting Tool. The contractor shall provide recommendations for data collection and assist in the development of Logistics reporting tools.

14. Ad Hoc Reports. The contractor shall create Ad Hoc Reports as directed by the Government. Parameters of information are dependent on the particular Ad Hoc Report (e.g. subject-specific content audits, tactic or event-specific metric reports).

15. The contactor shall meet with the Government on a monthly basis (O&E Strategy Meetings) or as directed to discuss emerging trends based on web, review performance, provide recommendations and discuss future requirements.

C.5.2.3 SUBTASK 3 – CONTENT AND CREATIVE SERVICES (CCS)

The contractor shall provide CCS, including content lifecycle management, create visual concepts that inspire, inform, and captivate internal and external audiences, and ensure compliance with Section 508 of the Rehabilitation Act of 1973 and all current and applicable Web Content Accessibility Guidelines (WCAG) for all information delivered electronically. The Government has provided O&E historical events for reference (**Section J, Attachment AA**). The contractor shall provide status updates and reports as required for the CCS activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 18**).

Specifically, the contractor shall:

    a.   Provide support to all major content lifecycle activities and phases, including, but not limited to, online content, print content, collateral material, multimedia materials, paid, earned, owned, and shared media, publications, and briefings/presentations.

    1.   In support of the content lifecycle management "Planning Phase", the contractor shall:

        i.   Analyze MC&FP's content lifecycle management processes and requirements and recommend new and improved processes and measurable indicators within ten months of PS.

    ii. Develop and maintain new user personas and stories for all content and print, collateral, and multimedia content, based on program needs, existing and emerging target audiences, and content delivery methods.

        a) Develop a Casualty Journey Map, Mortuary Affairs Journey Map, Military Funeral Honors Journey Map, and Survivors Journey Map to identify content needs and gaps at the direction of the Government.

        b) Develop a recommendation for the development of audience-specific and/or event-specific Relocation/Permanent Change of Station (PCS) journey maps, to include identification of audiences and/or events and proposed timelines, and with Government approval develop audience-specific Relocation/PCS journey maps.

   iii. Annually review user personas, stories, and journey maps and provide a summary of any demographic and/or psychographic information changes.

        a) Research and identify new emerging target audiences, provide a summary of findings, and make recommendations for new user personas/stories.

2. In support of the content lifecycle management "Development Phase," the contractor shall:

    i. Develop, maintain, and curate original, existing, and accepted third-party content in support of programs, policies, initiatives, and information for the lifecycle of the content.

    ii. Perform technical editing for all legacy and new content, freelance, and third-party content (e.g., reports, articles, and training modules) in all formats. Technical editing shall include:

   iii. Perform copyediting and ensure that the content is mechanically correct (spelling, punctuation, and grammar) and stylistically consistent.

   iv. Perform comprehensive editing and review content for completeness, accuracy, and appropriate language, and form for organization, visual design, and usability.

    v. Perform proofreading and compare the final version of the document with the marked-up version to make sure that all corrections have been incorporated.

   vi. Ensure content adheres to MC&FP's style guide and data dictionaries and the current Associated Press Style Book, unless otherwise directed by the Government.

   vii. Capture, convert, and integrate online content; print content; collateral material; multi-media materials; paid, earned, owned, and shared media; publications; and briefs/presentations.

  viii. Organize content into logical groups.

   ix. Categorize metadata to organize, group, or classify content according to its specific characteristics, enabling search and retrieval, reuse, tracking and reporting, routing, or delivery.

    x. Develop and maintain a master MC&FP calendar-year content and editorial calendar and sub-editorial calendars for Military OneSource and MySECO websites, all eNewsletters, and cadence pertaining to social media content and Blog Brigade content. The contractor shall facilitate an editorial calendar meeting semimonthly to review the calendar(s) and make adjustments as necessary.

    xi. Develop and maintain content in support of all traditional and digital mediums and platforms (e.g., articles, new releases/news stories, leadership biographies, designed documents, paid media, multimedia, and website promotions).

    xii. Follow all Federal and DoD plain writing/language policies, guidance, and instructions.

        a) Prepare and submit a Plain Writing Compliance Report. This report will be due annually, with the first report due on February 15, 2020.

3. In support of the content lifecycle management "Control Phase," the contractor shall:

    i. Deposit, manage, and maintain MC&FP content in an approved online content repository.

    ii. Assign role-based permissions identifying who can read, create, modify, approve, and delete content.

    iii. Ensure that audit trail(s) track repository access, changes, approvals, and deletions.

    iv. Review, examine, and improve content for clarity, comprehensiveness, appropriateness, accuracy, findability, accessibility, and usability.

    v. Assess/measure, develop, and execute content marketing strategies for all newly developed or other identified content as directed.

4. In support of the content lifecycle management "Deployment Phase," the contractor shall:

    i. Ensure that content is made available to multiple subscribers simultaneously via capabilities such as Rich Site Summary (RSS), social networks, web services, and more.

    ii. Document processes and manage content publishing for all online and offline content.

    iii. Publish (render) content from MC&FP's CMS into the required delivery format.

    iv. Adhere to MC&FP guidelines and SOPs for publishing, warehousing, inventorying, and distributing print products.

5. In support of the content lifecycle management "Preserve Phase," the contractor shall:

    i. Archive legacy content to ensure accountability and make content available for future use.

    ii. Manage content archiving of all online and offline content.

    iii. Create, validate, and maintain backup copies of content in an alternate location; ensure that the Government has24/7/365 access to the backup copies.

6. In support of content lifecycle management "Evaluate Phase," the contractor shall:

   i. Perform systematic examinations of MC&FP's content management processes, technology performance, end-user satisfaction, and customer satisfaction, all to quantify and compare performance indicators that are identified in the Planning Phase of content lifecycle management.

   ii. Continually review applicable Federal and DoD policies, guidance, and instructions, along with new and emerging industry best practices. Present documented findings to the Government and make recommendations for (future) content review, assessment, and audit frequencies and processes.

      a) Work collaboratively with MC&FP to adjust strategies based on the results of continual evaluations.

   iii. Annually, perform a content audit of all digital content (e.g. articles, webinars, Portable Document Format (PDFs)) on MilitaryOneSource.mil and MySECO including analytics, content gaps, and brand alignment and provide a report of findings and recommendations.

b. Provide creative services to create imagery (original illustration and graphic design, still, and video image capture) and audio capture in support of online resources, print, collateral, and multimedia materials that support content, policies, services, information, and programs.

   1. In support of creative services source/product delivery requirements, the contractor shall:

      i. Provide print-ready source files for all items to be printed by the Government

      ii. Digitally label and catalog all original still imagery, video, and audio files.

      iii. Transfer all final products, including source files, for all designed products, original capture video, still imagery and audio files, and final deliverables to an identified storage facility (e.g., AWS3) Storage) within 5 calendar days of Government approval of the final product. The source file delivery shall include all associated materials/specifications of print products.

         a) Document in the associated TAR assignment/sub-assignment when source files have been delivered to the appropriate storage facility.

      iv. Ensure graphic and image relevancy to the user and consistency of designs and branding of all online, print, and multimedia products.

      v. Notify the Government of designs, brands, and imagery that require updating or modification and execute updates/modifications.

   2. In support of still imagery, video, and audio support requirements, the contractor shall:

      i. Continually review internal video, audio, and still imagery, while identifying gaps, conducting needs-based research, and making recommendations for improvement(s).

ii. Continually develop and document processes and procedures for identifying, coordinating, scheduling, and conducting (original) still imagery, video, and audio capture.

iii. Ensure that still and video imagery reflects the diversity of the military community, or other identified target audience including, but not limited to, gender, race, age, ability, and sexual orientation.

iv. Adhere to all DoD policies, instructions, and guidance on visual information capture, reporting, and archiving.

v. Adhere to all DoD policies, instructions, and guidance surrounding military service uniforms and personal appearance regulations (and release forms).

vi. Obtain video, audio, and still imagery releases, where appropriate or as directed.

vii. Obtain and maintain current subscriptions for stock images, graphics, video, and audio to support the diverse products to be developed, as well as reflect the diversity of the military community.

viii. Maintain SOPs on imagery creation and capture standards.

ix. Develop visual content illustrations (e.g., infographics).

x. Develop graphics/imagery in support of new and existing products that are available through the Military OneSource Product Catalog Application (PCA).

xi. Use still imagery, audio, and video imagery from DoD original video, audio, still imagery and print products, such as those available from the service websites (e.g., Navy.mil, Army.mil), installation-specific websites, or Defense Video and Imagery Distribution System (DVIDS) websites.

3. In support of the illustration and graphic design requirements, the contractor shall:

i. Propose, create, modify, and obtain approval for MC&FP imagery, including, but not limited to, original graphic illustrations and designs, still and video image capture(s), and audio capture in support of online resources, print, collateral, and multimedia materials. These illustrations and designs shall support:

a) User-interface (UI) and User Experience (UX) design(s) for websites and applications.

b) Multimedia products (including webinars, podcasts, video, and/or other media technologies).

c) Print products (including information papers, manuals, guides, posters, brochures, and guides).

d) Briefs, presentations, and training modules.

e) Branding (e.g., logos).

f) Fulfillment items available through the MC&FP Military OneSource PCA.

g) Visual content illustrations (e.g., infographics).

h) Paid, earned, and owned digital media messaging.

ii. Continually research, leverage, and incorporate creative marketing trends and industry best practices, while ensuring alignment with MC&FP's goals, objectives, and capabilities.

iii. Develop a strategic process to manage content and copy creation for print and digital materials.

iv. Fulfill clearly articulated strategic communication objectives and carry concepts through development, refinement of direction, and full production of each project's design.

v. Continually research emerging technologies and recommend solutions that align with MC&FP's goals, objectives, and capabilities.

vi. Develop and maintain creative campaign scope documents, timelines, and processes.

vii. Design and recommend creative concepts for complex and/or extended communication campaigns.

viii. Research online libraries for images to support design team projects.

ix. Incorporate expertise of design fundamentals such as color theory, typography, and composition to conceptualize, develop, and design compelling and innovative graphics.

x. Transform statistical data into visually compelling graphics and diagrams, thereby making complex ideas easier to understand and more accessible.

xi. Update and revise MC&FP's existing print and web files.

xii. Produce final graphic files for release to print vendors.

xiii. Maintain version control of all MC&FP illustration and graphic design files.

4. In support of the branding requirements, the contractor shall;

i. Develop and maintain MC&FP's brands, including, but not limited to, logo development, imagery, and standardization of visual identity via the creation and maintenance of visual style guides.

ii. Conduct research for insight into brand positioning, including gathering user input and feedback, present findings, and make recommendations for brand strategies and positioning for MC&FP and the Military OneSource program.

iii. Develop and/or update graphic looks for MC&FP and its sub-brands.

iv. Ensure consistency of designs and branding for all online resources, print, and multimedia products.

v. Notify the Government of designs, brands, and imagery that require updating or modification and, with Government approval, execute the updates/modifications.

vi. Develop and maintain all MC&FP brand platforms, logo/wordmark visual style guides, and website/application visual style guides.

5. In support of Section 508 (WCAG 2.0) and DoDM 8400.01 Compliance and Validation, the contractor shall:

    i. Test all MC&FP staff applications (**Section J, Attachment FF)** and public-facing applications (**Section J, Attachment EE)** for Section 508 (WCAG 2.0 AA minimum) compliance using PowerMapper SortSite (https://www.powermapper.com/products/sortsite) and the DoD CIO-Directed Functional Accessibility Evaluator (FAE) Tool (https://fae.disability.illinois.edu) on a quarterly basis. The contractor shall report all findings on a quarterly basis and ensure full compliance, to include new and legacy systems, where issues are identified.

    ii. Ensure that all contractor and/or Government and third-party developed, sent, viewed, and/or received digital media, including communications material, online web applications, multimedia (e.g., videos, podcasts, webinars) and content (i.e., Word, PowerPoint, Excel, PDFs,) are Section 508 (WCAG 2.0 AA minimum) compliant, and validated.. The contractor shall:

        a) Ensure contractor created digital media is Section 508 (WCAG 2.0 AA minimum) compliant before posting and/or distribution.

        b) Ensure all recorded webinars are made Section 508 (WCAG 2.0 AA minimum) compliant.

        c) Ensure all third-party developed digital media is tested to validate Section 508 (WCAG 2.0 AA minimum) compliance andsubmit a summary of the findings in the respective TAR assignment/sub-assignment.

    iii. Ensure compliance with current accessibility regulations and implement new policies (e.g., WCAG) and practices as they are modified and/or updated. The contractor shall incorporate advances and changes in accessibility to allow MC&FP to continue to build a content structure that is easily accessible through assistive technology devices.

    iv. Manage and update MC&FP's SOP for Section 508 Compliance Testing and Reporting within 45 days of PS, and update annually thereafter.

C.5.2.4 SUBTASK 4 – DIGITAL STRATEGIES SUPPORT

The contractor shall provide digital strategies support including UX research, innovative user-interface design and testing, execution and management of daily content operations, and user engagement of customer- and information-centric websites, applications, and social media platforms (**Section J, Attachment CC**). The contractor shall provide status updates and reports as required for the Digital Strategies activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 19**).

Specifically, the contractor shall:

    a. Provide daily monitoring and operations support for all MC&FP online content and graphics operations associated with MC&FP public and staff websites and applications ensuring key pages and functions (e.g. product catalog, single sign-on, search, checklist) are operating properly.

1. Develop and maintain content for all online resources, develop educational materials for presentation, develop training products for online delivery, and develop and execute communication products and outreach strategies to include simplified display for mobile devices, working and focus group facilitation, training, and logistical support for events and conferences.

    i. Collaborate with all IT staff for routine website/application management and implement Government approved applications.

    ii. Coordinate and facilitate working and/or focus groups, research, collaboration with identified PMs, SMEs, other identified participants, and/or use of materials provided.

2. Develop, maintain, and provide technical editing and quality control for all public-facing and staff application content, multimedia, illustrations, and graphics including:

    i. Develop a content strategy for the public-facing websites to be submitted on a staggered basis.

    ii. Develop and maintain each site's brand identity and visual style guides.

    iii. Provide recommendations for content development, updates, and archiving.

    iv. Daily, the contractor shall:

        a) Plan and coordinate content posting, updates, and archiving.

        b) Provide technical editing and quality assurance of all content.

        c) Monitor and control content.

        d) Optimize content for Search Engine Optimization (SEO).

        e) Update the CMS and other content identification, inventory, and tracking documents.

        f) Ensure pages are loading without errors.

        g) Ensure all functions (e.g., fulfillment) and forms are working properly.

        h) Check for HTTP errors and resolve.

    v. For the Military Installations online presence, support the quarterly content certification periods.

    vi. Support for up to 15 website enhancements and up to six content daily operations projects simultaneously.

    vii. Use MC&FP staff applications (**Section J, Attachment FF**) to support these requirements.

3. Service Outage and Interruption Notifications. Promptly post service outage, service interruption, and service restoration notices as they are identified through daily monitoring or notifications from the Government or contractor technical teams supporting MC&FP websites or applications.

b. In support of the ePublication/eNewsletter development and management support requirements, the contractor shall:

1. Publish and promulgate, using a Government-approved application (e.g., GovDelivery), up to six cyclic online editions of Government

ePublications/eNewsletters for specific program areas and other electronic publications as identified and required by the Government.

2. Conduct an annual audit of MC&FP's ePublications/eNewsletters processes and procedures, to include subscriptions and applications that support eBlast capabilities, and report findings and recommendations within 270 calendar days of PS.

3. Develop and maintain the subscription program and application using a combination of GovDelivery and the MC&FP's subscription maintenance module.

4. Create, publish, distribute, measure, and analyze Government ePublications and eNewsletters (**Section J, Attachment DD**).

5. Design new and maintain existing MC&FP ePublications/eNewsletters (**Section J, Attachment DD**).

6. Manage and publish the four existing Government eNewsletters as identified by (**Section J, Attachment DD**).

c. Provide personnel resources to provide Tier 2 customer support, supporting UI issues and program queries for all MC&FP online resources and the Blackboard learning management system application. The contractor shall:

1. Support and manage all UI help desk requests referred from the Tier 1 Customer Support Desk.

2. Manage the MC&FP Application Management System (AMS) providing Tier 2 services to manage or route all user requests and/or program queries received via the AMS application.

    i. Provide initial acknowledgement response within one business day.

    ii. Ensure all requests and/or queries are forwarded to the appropriate Program Office SME within two business days, monitored for response and are closed properly when the action is complete.

3. Provide a monthly summary of Tier 2 customer support metrics and topics, an analysis of the topics areas, and recommendations.

4. Develop and document business processes in the Military Community Outreach (MCO) staff portal to standardize help desk and AMS workflow and for proper routing of all requests and/or inquiries. Identify and document unique project-specific workflow and generic standards of workflow that can be used across multiple projects.

d. Provide UX research and design. UX research and design is focused on obtaining a deep understanding of users – what they need, what they value, their challenges, abilities, and their limitations – all the while still taking into consideration MC&FP's goals and objectives for a (particular) task or project. MC&FP's UX research and design best practices promote improving the quality of user's interactions with MC&FP's product(s) and any related services. In support of MC&FP's UX research and design support services the contractor shall:

1. Conduct targeted research on military family support programs and military community needs using appropriate and established research methods.

2. Analyze and incorporate industry best practices to best understand user goals and how to "reach" them.

3. Develop personas, scenarios, journey maps, and other artifacts based on qualitative and quantitative user research and web analytics to support digital development and user experience.

4. Create scenarios that identify the goals and questions to be achieved and define the possibilities of how users can achieve them on one or more MC&FP sites and/or applications.

5. Assess website requirements and identify/document necessary functions, capabilities, or characteristics.

6. Incorporate best-practice design research methods into UX and visual design services.

7. Ensure that all research plans and data collection instruments are reviewed and approved by the Government prior to implementation.

8. Ensure compliance with all Federal and DoD regulatory requirements for information collection and data storage, including, but not limited to, those specified by the DoD Instruction (DoDI) 8910.01, "Information Collection and Reporting," and DoDI 1100.13, "DoD Surveys."

9. Ensure that research results inform MC&FP's O&E services, programs, applications, online tools, and content. In this regard, the contractor shall ensure that newly developed or revised value propositions for existing and new programs, services, and solutions, include identification of the value to be delivered to the (global) military community.

10. Continually identify opportunities for innovative solutions via the exploration of collected and collated data (e.g., service member lifestyles, cutting- edge private sector initiatives, etc.).

11. Ensure that a wide range of ideas are proposed to the Government, including short-term initiatives and more ambitious long-term innovative solutions.

12. Ensure that proposed ideas and concepts include impact assessments, feasibility studies, and business case analyses, where required by the Government.

13. Conduct user research and present findings to MC&FP using proven research methodologies, including, but not limited to.

    i. Interviewing stakeholders and users.

    ii. Gathering data from stakeholders and users to identify the needs, opportunities, and constraints associated with new or current systems.

    iii. Collecting feedback from stakeholders and users using appropriate data collection methods, such as interviews, focus groups, and surveys.

    iv. Performing utilization/usage analyses of MC&FP's active, legacy, and/or new systems.

    v. Conducting contextual inquiries to augment talk-based interview methods.

    vi. Performing user role and task analysis.

14. Conduct UX research and design and incorporate human-centered design and UX design practices to positively affect the system user experience with MC&FP's interactive system(s).

e. Provide usability testing for all websites and applications.

1. Conduct periodic usability testing with primary users to ensure quality and direction of design decisions, system performance, and functionality of current or new systems, or when directed by the Government.

2. Develop a plan for periodic usability testing, including the purposes, methodology, participants, and frequency within 90 days of PS.

    i.   Conduct a minimum of three usability tests annually on legacy MC&FP websites and applications. The Government anticipates escalating this requirement to six annually beginning in the Second Option Period.

    ii. Conduct impromptu or frequently scheduled design spikes with developers to implement solutions in a highly agile way.

    iii. Provide a summary of findings and recommendations for enhancements to existing or the development of new information and architecture and navigation strategy within 30 days of application testing completion.

        a) Provide sketches, wireframes, clickable prototypes, and final mock-ups as needed or directed.

f. Provide SEO expertise in support of daily SEO management, strategies, and documentation, thereby ensuring that MC&FP's websites and applications achieve the best SEO results possible. SEO activities include strategies, keyword research, analysis, metrics, measures, alignment(s) via collaboration, and linking building campaigns. In support of SEO measurement, analysis, and reporting requirements, the contractor shall:

1. Conduct quarterly analysis of MC&FP's SEO program against Federal, DoD, and industry best practices. Recommend optimized SEO techniques for control, measurement, and metrics to ensure first page Google rankings and targeted "hits" to content and sites.

2. Optimize and enhance MC&FP on-page SEO.

3. Incorporate site/application headers and sub-headers to organize and establish context to MC&FP content.

4. Ensure that SEO validations are defined in coordination with the Government and successfully completed monthly. Any findings from the monthly checks, including, but not limited to, HTTP 404 issues and errors shall be reported immediately.

5. Consistently develop/write compelling meta titles and meta descriptions.

6. Ensure that quarterly formulated/provided SEO Metrics Reports include/address (the Government anticipates escalating this requirement to monthly beginning in the Second Option Period):

    i.   Rank for primary and secondary keywords (local/organic).

    ii. Organic traffic and bounce rate by landing page and location.

    iii. Organic conversion rate by landing page, location, device, and browser.

       iv.   Average time on page and on site.

       v.   Pages per visitor.

       vi.   Top exit pages for traffic (local/organic).

       vii.   Breakdown of search engines (e.g., Google, Bing, Yahoo, etc.).

       viii.   Keyword ranking in Google.

       ix.   Click-Through Rate (CTR) by landing page and top keywords.

       x.   Pages indexed by Google.

       xi.   Pages crawled per day and crawl errors.

       xii.   Social shares.

       xiii.   Returning users.

       xiv.   Backlinks and linking root domains.

       xv.   Page load speed.

       xvi.   Index status (site health).

       xvii.   404 page views.

       xviii.   Insights and recommendations.

       xix.   SEO Execution Plan for the following month.

g. MC&FP's O&E contingency operations requirements, the contractor shall:

1. Provide support for O&E contingency operations, evening and weekend support for emergency and disaster response, personnel evacuation, and enterprise technical outages or service interruption notifications.

2. Ensure Contingency Operations SOPs are defined, implemented, maintained, and updated annually.

h. Manage the vetting, review, and link-check tasks and process for all Uniform Resource Locators (URLs)/hyperlinks posted in online and offline products and websites/applications. Review all links (internal and external). Notify the Government and PM of broken links and make recommendations for new links.

1. Use the MC&FP link vetting application to submit non-MC&FP links to the Outreach Operations office for review and approval.

       i.   All links must be re-vetted annually (est. 4,000 annually).

       ii.   Develop an SOP for the business and reporting process that identifies all URL links that are about to expire and assigns them for review and approval on a monthly basis. This SOP is to be developed and provided within 210 calendar days of PS.

2. Review all URLs across all public-facing and identified MC&FP staff websites and applications and provide a report twice annually.

       i.   Propose a schedule for the automated and manual URL checks, that are to be completed twice annually.

       ii.   During quarterly link reviews, if a broken links is identified, provide a recommendation for Government review and approval to replace the link.

    i.   Manage the social and web records program. Ensuring compliance with DoDI 5015.02 (Incorporating Change 1, August 17, 2017), "DoD Records Management Program," the contractor shall ensure that MC&FP's web and social media records are preserved to document the transaction of business and mission in wartime and peacetime. Ensure that all permanent electronic records are managed electronically for eventual transfer and accessioning to National Archives and Records Administration (NARA) in an electronic format. In support of DoDI 5015.02 and MC&FP's web records support requirements, the contractor shall:

        i.   Review and analyze all Federal and DoD web and social media records policies, guidance, and instructions and provide an annual report with recommendations on compliance.

        ii.   Comply with all Federal and DoD web and social media records management policies, guidance, instructions, and deliverables.

        iii.   Maintain and update (as required) MC&FP's Web Records Management Program SOPs.

j.   Develop, manage, maintain, and measure a paid, earned, owned, and shared media-messaging program to promote awareness and understanding of identified Government policies, programs, and services to identified target populations.

k.   The contractor shall work with the Government to develop a comprehensive paid, earned, and owned media messaging program that maximizes messaging reach, while demonstrating and maintaining prudent management of messaging dollars. The contractor shall develop and manage the Government's paid media messaging programs. Services include, but are not limited to, the development of a paid media test plan; digital media; management of camera and voice talent; reviews of all marketing and advertising materials for compliance with applicable intellectual property laws (i.e., contracting, re-use, and releases); catalogued storage of all marketing and messaging materials; and management of estimates, invoices, and performance reports; and Government-Furnished Property (GFP). The scope of program shall include:

    1.   Paid media messaging primarily focused on digital messaging delivery.

        i.   Preparation and submission of a semi-annual paid media budget.

        ii.   Submission of KPIs for each paid media campaign 30 days prior to campaign launch.

    2.   Earned media messaging.

    3.   Owned media messaging.

    4.   Shared media messaging.

l.   Utilize emerging technology and strategies to engage in interactions among MC&FP audiences to create, share, and exchange information and ideas in virtual communities and networks. New media activities include, but are not limited to, social media, blogs, and chats. Specifically, the contractor shall manage MC&FP social media platforms to include daily monitoring of the sites, facilitation of user engagement strategies, special promotions, and posting of Government-approved content from MC&FP and other approved identified sources.

1. Develop, manage, maintain, and evaluate a wide range of social media platforms and activities for the Government, including, but not limited to:
    i. Social networking sites (e.g., Facebook).
    ii. Blogs and microblogs (e.g., Twitter).
    iii. Video sharing (e.g., YouTube).
    iv. Photo sharing (e.g., Instagram).
    v. Professional networks (e.g., LinkedIn).
    vi. Presentation-sharing sites (e.g., SlideShare).
    vii. Content-driven communities (e.g., Wikipedia).

2. Manage, monitor, and execute Government social media engagement activities from 8:30 a.m. to 5:00 p.m. Eastern Standard Time (EST) Monday through Friday. Evening, weekend, and/or holiday posts will be coordinated, agreed-upon, and approved in writing between the Government and contractor.

3. Utilize emerging technologies and strategies to facilitate and engage in interactions and conversations among military community and other identified audiences to create, share, and exchange information and ideas in virtual communities and networks.

4. Engage in social listening and social intelligence strategies to identify, analyze, report, and make recommendations based on what identified target audiences are saying about the Government, an individual, policy, program, product, event, competition, or other identified topic, where the identified target audiences are saying it and who the influencers are.

5. On a continual basis, coordinate, manage, and archive live and on-demand events in collaboration with key stakeholders. Implement Government-approved social media engagement program development and enhancements. Manage and maintain MC&FP's brand and/or visual style guide(s) for each platform and audio podcast program.

6. Maintain MC&FP's presence on social media sites (**Section J, Attachment CC**). As new and relevant social media capabilities emerge, the contractor shall identify said capabilities to the Government and upon authorization shall work with MC&FP to establish a new and sustained presence on the (applicable) site.

7. Meet or exceed the MC&FP social media engagement Operational Tempo (OPTEMPO) quotas (**Section J, Attachment BB**), unless otherwise agreed upon by the Government.

8. Support community engagement. The contractor shall manage, monitor, and execute Government social media engagement sites and activities from 8:30 a.m. to 5:00 p.m. EST. The contractor shall coordinate and execute pre-scheduled evening, weekend, and/or holiday social media posts as required by the Government.
    i. Monitor daily audience engagement and post Government-Furnished Information (GFI) on all MC&FP social media platforms and propose

responses/audience engagement strategies based on audience feedback and/or comments.

ii. Three times daily (at 10:00 a.m., 12:00 p.m., and 3:00 p.m., delivered within a one-hour window), the contractor shall deliver to the Government a spreadsheet capturing all comments on MC&FP managed social media accounts. Along with each comment, the contractor shall list the name of the commenter, a link to the comment and a proposed response for Government approval. The contractor shall post Government-approved responses within one business hour. The government anticipates escalating this requirement to four (4) times daily during the Second Option Period.

iii. Duty-to-warn comments shall not be included in the Community Engagement reports. The contractor shall handle duty-to-warn posts as outlined in the Duty-to-Warn SOP (**Section J, Attachment JJ**).

iv. Engage in social listening and social intelligence strategies to identify, analyze, report, and make recommendations based on what identified target audiences are saying about the Government, an individual, policy, program, product, event, competition, or other identified topic, where the identified target audiences are saying it, and who the influencers are.

9. In support of MC&FP's Live and Virtual Events, the contractor shall:

i. Attend up to two events per quarter (e.g., Hiring Our Heroes Fairs, Military Spouse Employment Partnership (MSEP) Induction Ceremonies, and Military Youth of the Year Awards), at the direction of the Government, in order to provide live coverage, which includes, but is not limited to, posting original content, sharing online content, capturing original photography and video for social media distribution, conducting on-site interviews, and capturing attributable quotes. The Government anticipates escalating this requirement to four events per quarter in during the Second Option Year.

ii. Monitor up to one event per month, at the direction of the Government, in order to provide live coverage, which includes, but is not limited to, posting original content, sharing online content, and Government-approved engagement with accounts associated with or responding to the event. The Government anticipates escalating this requirement to three events per month beginning in the Second Option Period.

iii. Provide expansive O&E and ITsupport to third-party hiring platformsas selected by the Government throughout the Period of Performance.

iv. Provide MC&FP with live coverage, to include but not limited to: tweeting, original photography, video for social media distribution, on-site interviews, and attributable quotes

v. Obtain audio, video, and still imagery releases, where appropriate and/or as directed by MC&FP

vi. Recommend, propose, and obtain approval for audience engagement strategies based on audience feedback and/or comments to the Government

    vii.   Support up to two two multi-day SECO Virtual Military Spouse Symposiums annually, not to exceed 32 event-hours per event;

    viii.   Host DoD/MSEP virtual hiring events, not to exceed 64 event hours annually.

10. In support of Social Media Live events (e.g. Facebook Live, LinkedIn Live), the contractor shall:

    i.   Develop a User Guide for Live events per social platform within 90 days of PS.

        a) The Guide shall detail processes and procedures for potential groups intending to appear as guests on MC&FP Live events.

        b) The Guide shall address what the Platform Live event is, its purpose and potential, and other Frequently Asked Questions (FAQs).

        c) The Guide shall detail all preparation for those supporting events on and off camera. The before, during, and after-event Guide shall include a production/preparation timeline for guests, the contractor, and the Government, with the understanding that the Government reserves the right to reschedule the event if schedules are not met.

        d) The Guide shall be updated annually to reflect changes in Government goals, policies and tactics, emerging trends or threats, and best practices.

    ii.   Create a form to track the responsibilities and schedules associated with an MC&FP Social Media Live event per platform.

    iii.   Provide Communication Plans (program, campaign, and ad hoc) that shall include a section on Social Media Live events as a potential tactic. The section shall identify potential events which would support the Communication Plan goals along with recommended dates, locations, and guests. Government Program leadership should be encouraged to identify potential guests from outside MC&FP, such as spouses or installation-level service providers, who can speak directly to the topic of the Communication Plan. Proposed Live events not listed in a Communication Plan may be accepted by the Government and will be subject to the terms of the User Guide.

    iv.   For the Military OneSource platforms, host approximately three Social Media events per month (will not exceed 40 per year). One event per quarter, per page, requiring on-site contractor support may be held outside the National Capitol Region and may require travel.

    v.   For the SECO platforms, host up to three events each month. One event per quarter, per page, requiring on-site contractor support may be held outside the National Capitol Region and may require travel.

    vi.   Of the events conducted within the National Capitol Region and requiring on-site contractor support, one event per month may be conducted outside normal business hours. Of the events not requiring on-site contractor support, two events per month may be conducted outside normal business hours.

    vii.   Deliver a one page Report of Metrics following a Social Media Live event within ten days of the conclusion of the event. The report shall include

screenshots of the Facebook event, including the text that appeared with the video stream. Noteworthy comments thathighlight the intent of the event shall be included in the report. Metrics in the report shall include the event's reach and engagement (e.g., shares, likes, and comments).

viii. Maintain and update monthly a Report of Social Media Live Events with an event's metrics added to the report after the event is conducted. With the addition of an event, overall metrics shall be updated (e.g., total reach and engagement). Noteworthy comments that highlight the value of a Facebook Live event) shall be included in the report.

11. Provide personnel, expertise, and equipment in support of social media video capture, editing, and production, including:

i. Assisting in the production of recorded videos intended for MC&FP-owned websites and social media channels. The recorded videos shall be provided within five business days of the completion of the shoot.

ii. Developing a User Guide for the production of and engagement with recorded video events posted to Military OneSource social media channels. The User Guide shall address what a recorded video event is, its purpose and potential, and other FAQs. The User Guide shall detail processes and procedures for potential individuals or groups intending to appear in a recorded video. The User Guide shall detail all preparation for agencies, organizations, or staff supporting a recorded video event, to include initial conception and planning, script development and approval, location, graphics and other production elements, and planned engagement once a video posts to social video. The User Guide shall include a production/preparation timeline for all those supporting a recorded video production, with the understanding that the Government reserves the right to reschedule a production if schedules are not met. The User Guide shall be completed within 120 days of PS and updated annually to reflect changes in Government goals, policies and tactics, emerging trends or threats, and best practices.

iii. Providing script and production schedules and responsibilities. The contractor shall create a form to track the responsibilities and schedules associated with production of a recorded video.

iv. Providing a section on recorded videos in program, campaign, and ad hoc Communication Plans. The contractor shall recommend or propose dates, locations, and guests in the plan.

v. Assisting in the production of up to two recorded videos per month for Military OneSource social media channels (**Section F, Deliverable 46)** and up to one for SECO channels **Section F, Deliverable 47)**. Up to two videos per quarter, recorded at a location within the National Capitol Region, may require on-site contractor support. These productions shall occur during normal business hours. Up to two videos per quarter, recorded at a location outside the National Capitol Region, may require on-site contractor support.

These productions may occur outside normal business hours. On occasion, the Government will record videos which do not require on-site contractor support. The Government will make the recording of the video available to the contractor via an online file transfer site to allow the contractor to take appropriate action.

vi. Producing recorded videos that shall feature music, graphics, images, and other production elements as detailed in the script. The contractor shall ensure that all production material (e.g., video, still imagery, graphics, audio, and other materials), as well as the final products, meet all technical specifications for each social media channel to be used.

vii. Including KPIs for recorded videos in the contractor's full month report on social media engagement. KPIs in the report shall include each video's reach and engagement (e.g., shares, likes, and comments). Periodic Social Media Reports shall also include recorded videos as a tactic, showing total metrics and charting monthly trends with the tactic.

12. Report on changes to Third-Party Platforms bi-annually. The Government publishes messages and materials for and engages with its intended audiences as well as the general public on third-party platforms, such as blogs and social media channels. The contractor shall develop a series of reports which track aspects of Third-Party Platforms; specifically, changes to the platforms, emerging trends and strategies, and the opportunities and threats they present to MC&FP. Upon receipt of the reports, the Government may direct the contractor to add, remove, or modify capabilities, functionality, and content, to continually improve UX and meet Government program and information delivery needs, so that the military community may easily access programs and services.

i. Social Media Platforms Report. The report shall look outside MC&FP to other Government and non-Government entities to identify emerging trends and best practices as well as emerging risks and limitations with regard to engagement opportunities on third-party, social media platforms. The report shall cite news articles and research reports. The report shall include recommendations for the best way to adapt and adjust engagement opportunities on third-party, social media platforms in such a way that meets communication goals and incorporates emerging trends and best practices while considering areas of risk and caution.

ii. Social Media Live Events. Develop a report bi-annually identifying best practices, emerging trends, and emerging risks and limitations with regard to the hosting of Social Media Live events. The report shall cite news articles and research reports. The report shall include recommendations for the best way to continue live events in such a way that meets communication goals and incorporates emerging trends and best practices while considering areas of risk and caution.

iii. 5G. Develop a report about the emergence of 5G networks bi-annually. The report shall look outside MC&FP to other Government and non-Government

entities to track emerging opportunities as well as threats to MC&FP programs. The report shall include specific recommendations for the application of 5G technology, in particular use of Internet of Things (IoT) technology, as they emerge, in order to support MC&FP goals and objectives (e.g., enhancements to Chill Drills).

13. Plan social media content and engagement strategies including:

   i. Develop and follow the monthly calendar identifying format for types of planned engagements for each MC&FP-maintained social media channel. Engagements include contests (e.g., Name that Installation), polls, fill-in-the-blank questions, thematic engagements (e.g., Medal of Honor Monday, Workout Wednesday). This shall include at least two planned Facebook types of engagement each week.

   ii. Develop and update a monthly social media editorial calendar for SECO and Military OneSource social media engagement. The calendar shall identify primary and secondary message themes for each business day. The calendar shall detail a post's treatment for each social media channel, including test, emoji's, images with a link to the source, graphic with a link to the source of images when they are used, and alt-text.

   iii. Deliver one document for two weeks of planned content for SECO social media channels and a second document for Military OneSource social media content. These two-week social media planned content documents are due five business days before the content is to be posted.

   iv. Support Government-directed requests for unplanned, quick response social media posts.

   v. Deliver daily curated content recommendations by 11:00 a.m. each business day. Recommendations shall identify externally sourced social media posts to share on SECO and Military OneSource social media channels. The contractor shall propose messages to accompany shared content, when appropriate.

   vi. Expand the current Website and Social Media Disaster Playbook within 240 days of PS. The document shall be renamed Planned Responses for High-Stress/Low-Stress Events. The document shall include a series of messages appropriate for a range of events, from low-stress events to high-stress events. Low stress can be due to distance from a tragedy (i.e., mass shootings in a distant community may be the source of stress for a family). Create messages which refer to stress but do not name the event.

14. Employ mobile-first, responsive design principles when developing social media content or creating design changes to accounts on Third-Party Platforms.

15. Reflect the diversity of the military community or other identified target audience in all social media content (e.g., video and still imagery, graphics, audio, and text), including, but not limited to, gender, race, age, ability, and sexual orientation and follow all DoD policies, instructions, and guidance on visual information capture, reporting, and archiving.

   i.   All social media content shall support DoD communication goals and guidance as directed.

   ii. Follow all DoD visual information policies, guidance, procedures, and forms, including military service uniform and personal appearance regulations and release forms.

16. Perform technical editing for all social media platforms maintained by MC&FP. The contractor shall ensure content follows the MC&FP Style Guide, the current Associated Press Style Book, MC&FP program Data Dictionaries, branding and/or visual style guides, and style guide for the voice of engagement, unless otherwise directed by the Government.

C.5.2.5   SUBTASK 5 – COMMUNITY AND PUBLIC ENGAGEMENT (COMMENCE IN OPTION YEAR TWO)

This subtask will commence in Option Year Two. The community and public engagement program includes the development and support of a program to foster awareness and understanding of MC&FP's mission, programs, polices, and services through identifying and creating outreach opportunities, speaking engagements, displays, webinars, and activities to the military community, external stakeholders, and the general public. The contractor shall provide status updates and reports as required for the Community and Public Engagement activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a report summarizing activities completed for this subtask (**Section F, Deliverable 20 – Community and Public Engagement Monthly Activity**). In support of MC&FP's community and public engagement requirements, the contractor shall:

a. Develop, coordinate, maintain, and measure a community and public engagement program for the Government through collaborative community, public, and organizational outreach, which results in the delivery of messages and information that are in alignment with the mission, vision, values, goals, and objectives of the Government and meet the military and family readiness needs and interests of the diverse military community.

   1. Research and make recommendations for a comprehensive MC&FP Community and Public Outreach Program, including a review of Federal and DoD policies and instructions, scope, scale, OPTEMPO, KPIs, roles, and responsibilities within 90 calendar days of commencing subtask C.5.2.5.

      i.   The Recommendations Report shall reflect the Government's commitment to community and public engagement in a manner that is mutually beneficial to the Government and community and organizational stakeholders and audience, and supports the Government's strategic plan and organizational and program-specific communication goals, as directed by the Government.

      ii. The recommendations shall also include:

         a) Identification of limitations, barriers, and opportunities for outreach and community engagement.

         b) Identification of available and needed resources.

    c) Push/pull strategies for outreach and community engagement opportunity identification (e.g., online tool for organizations to request a speaker).

    d) Identification of outreach and community engagement formats (e.g., public meetings/town halls, workshops, focus groups, conferences and conventions, web-based engagements, community panels, etc.).

    e) Identification of resources necessary to carry out the responsibilities of the office.

2. Develop and launch the community and public outreach program within 30 days of Community and Public Engagement Program Recommendations Report acceptance, including:

    i. Develop and document policies and procedures for the community and public engagement program that are in alignment with Federal and DoD O&E and community relations policies and instructions.

        a) The community and public engagement policies and procedures shall be evidence-based and include appropriate industry promising practices for community engagement and outreach delivery to citizen groups, military and veterans service organizations, Federal and non-Federal entities, as well as internal DoD target audiences.

        b) Policies and procedures shall be reviewed and updated annually, or as directed by the Government.

    ii. Develop a strategic plan for the community and public engagement program, including goals, objectives, KPIs, and identification of stakeholders.

    iii. Identification of Government speakers/presenters, their skill sets and comfort levels, their areas of expertise, and skill enhancement opportunities.

    iv. Develop and organization of community mapping to identify current audience key issues, levels of understanding, and use of Government policies, programs and services, resources, key issues, and audience demographics.

    v. Development of strategies for engagement and outreach to regions – Continental United States (CONUS) and Outside the Continental United States (OCONUS) – not in the Government's immediate vicinity.

3. Serves as POC – a "matchmaker" – for community and public engagement stakeholders seeking Government engagement and potential community partners.

4. Develop, deliver, and maintain an accessible, shareable, editable, and transferrable Community and Public Engagement Directory within 30 days of Community and Public Engagement program launch. The Community and Public Engagement Directory includes the name of the organization, a primary POC, phone, email and address contact information, and organization website and primary social media information. The Directory shall be updated monthly.

5. Developing and maintaining a master annual calendar of community and public engagement opportunities within 45 days of Community and Public Engagement program launch. Update the calendar monthly and provide a summary of newly identified opportunities.

      i. Recommend participation in identified outreach and community engagement events, including organization, event title, date/time/location, summary of the event, intended audience, number of anticipated participants, topics of interest to the organization/audience, associated participation costs, and type and level of Government participation (e.g., speaker/attendee/booth, senior leadership/program manager).

     ii. If the Government elects to participate/attend an event, the contractor shall provide an event book/packet with all relevant information, including, but not limited to, background on the host organization and the event, identification of key participants and associated biographies, agenda, and media participation if the event will be recorded in anyway (e.g., video, audio, print).

b. Provide comprehensive support of the MC&FP's speaker's bureau, including program management, identification of speech engagement opportunities, speech and talking point development, speech book development, media training, presentation training, media monitoring, and reporting. The contractor shall:

1. Research and make recommendations for the development of a Government speaker's bureau within 15 days of OY2 commencing. This Speaker's Bureau Recommendations Report will be used to promote education and understanding of the Government's policies, programs, and services by Government staff. The speaker's bureau shall raise awareness and understanding of Government policies, programs, and services based on the needs and interest of the identified audience, as well as Government priorities and strategic goals. The speaker's bureau shall increase the visibility of the Government and promote brand recognition.

2. Develop and launch the speaker's bureau program within 30 days of the Speaker's Bureau Recommendations Report acceptance, including:

      i. Develop and document policies and procedures for conducting a Government-approved speaker's bureau that identifies and adheres to Federal and DoD O&E and community relations policies and instructions, including a program SOP with supporting documents (e.g., forms, templates, and trackers) and KPIs.

     ii. Monitor media for coverage of speaking engagements.

   iii. Identify Government speakers and their area of expertise, access their skill and interest level, provide skill building opportunities and media training where needed, and identify opportunities for speakers to engage in outreach and community engagement.

   iv. Develop off-the-shelf elevator speeches, ad hoc speeches, talking points, and briefs/presentations on the Government program, the Military OneSource program, and other areas, as identified by the Government, for senior leadership and program managers to use on little to no notice.

    v. Train senior leadership and program managers on how to give an accessible brief/presentation.

    vi. Provide post-speaking engagement reports (scope, scale and timeline shall be determined and agreed upon between the Government and the contractor when establishing the program).

    vii. Identify opportunities for leadership and program managers to provide keynote addresses, speeches, participate as panelists, and/or give presentations/briefings to the military community, stakeholders, influencers, and the general public.

3. Support the development of speeches, talking points, FAQs and scripts in support of the program (estimated 40/year).

4. Support the development of speaker biographies that are appropriate in length and tone for the intended audience/host event organization.

5. Development of collateral material (e.g., handouts, infographics, presentations, promotional material).

6. Development of a speaker's book (e.g., agenda, identification of Very Important Persons (VIPs) and accompanying bios, and identification of event logistical information, such as parking, room location, and directions to the event).

7. Facilitate training to build or enhance a speaker's presentation and delivery skills (estimated four/year).

8. Assist MC&FP with media training for senior leaders, program directors, and program managers (estimated four/year).

    i. Develop and update an SOP for media training.

    ii. Assist in the development of media training curriculum.

    iii. Participate as media training moderators and/or reporters, journalists, or other members of the media during mock interviews and press conferences.

    iv. Assist in the identification of media training topics, questions, and key message development.

    v. Provide equipment to simulate media interviews (e.g., cameras, lighting, recording equipment).

    vi. Provide a summary of each media training course, based on participants, within two business days of the completion of the training.

c. Support collaboration with MC&FP's outreach team, including:

1. Work collaboratively with MC&FP's Government Leads to develop, coordinate, maintain, and measure MC&FP's Display Program.

2. Work collaboratively with MC&FP to identify and integrate emerging and/or promising trends, technologies, best practices, and Federal/DoD guidance (as may be required).

3. Work collaboratively with MC&FP to support, update, and maintain MC&FP's displays, branding, and collateral material.

4. Recommend and provide relevant and effective guidance, messaging, tools, resources, and measurable KPIs to the Government to enhance and strengthen MC&FP's relationships and partnerships at display and exhibit events.

5. Work collaboratively with MC&FP's Government Leads to develop, maintain, and regularly update MC&FP's Display Program Management SOP.

d. Support MC&FP's webinar program, including:

1. On-board a Commercial Off-the-Shelf (COTS) webinar and web-meeting hosting platform.

2. Host and provide technical support for Government-provided Defense Collaboration Services (DCS) and other Government-provided webinar platforms.

3. Coordinate, host, and support up to 15 webinar hours per month, as directed or approved by the Government.

   i. Webinar hours may be hosted live or pre-recorded.

   ii. Ensure that webinar support includes:

      a) Assisting with the scheduling of webinars.

      b) Developing promotional materials (e.g., flyers, social media posts).

      c) Promoting webinars through identified tactics.

      d) Familiarizing the presenter(s) with using the webinar platform.

      e) Ensuring slide decks are Section 508 (WCAG) compliant.

      f) Ensuring slide decks have been reviewed and approved by the Government PMs/SME and Outreach Operations.

      g) Hosting the webinar on the contractor's platform or Government-provided platform.

      h) Providing technical support during the webinar.

      i) Recording, archiving, and transcription.

4. Provide a Webinar Event Report within ten days of event conclusion. This report will consist of a summary of the event, including participant registration and metrics, participant comments and questions during the webinar, and a summary of participant survey results post-event.

5. Provide a Webinar Event Monthly Report of all hosted webinars in that reporting period and a summary of website archived webinar metrics on a monthly basis.

C.5.3 TASK 3 – INFORMATION TECHNOLOGY (IT) AND CYBERSECURITY ENTERPRISE SUPPORT

The contractor shall provide comprehensive IT and cybersecurity support for the MC&FP IT Enterprise in both the DISA and AWS GovCloud regions. The contractor shall provide full-scope system, application, network, storage, and security management support, as well as integration and maintenance support for new and existing features, functions, content, and components of the MC&FP IT environment.

**C.5.3.1 SUBTASK 1 – CONTENT MANAGEMENT SYSTEM (CMS) OPERATIONS
AND MAINTENANCE (O&M) SUPPORT**

The contractor shall maintain the existing CMS. The contractor shall research, evaluate, propose
(and obtain Government approval for), and implement new CMS technology as directed by the
Government, to optimize operational efficiencies, infrastructure flexibility, and MC&FP
platform stability. The contractor shall provide a planned solution within 30 days of the
completion of Transition-In. The contractor shall provide status updates and reports as required
for the CMS O&M activities utilizing the TAR (**Section H.18**). The contractor shall develop and
provide a monthly report summarizing activities completed for this subtask (**Section F,
Deliverable 21**). Specifically, the contractor shall:

a. Manage, and support the CMS system architecture, business processes, IT infrastructure,
business rules, and processes pertaining to the CMS.

b. Work collaboratively with MC&FP's Government Team(s) to lead the modernization and
execution of digital programs via the use of the MC&FP CMS.

c. Work collaboratively with MC&FP's Government Team(s), application developers,
users, and SMEs to understand current and future operational web and digital delivery
goals. Recommend technology stacks to meet those goals and assist teams in adopting the
chosen technology/solution stacks.

d. Work collaboratively with MC&FP's Government Team(s) to help reduce the complexity
associated with digital transformations for the target audience.

e. Explain technical issues and CMS solution strategies to MC&FP stakeholders and other
IT professionals.

f. Ensure that the CMS content can be accessed on multiple device types, using responsive
design principles, thereby ensuring a high-quality UX irrespective of the platform.

g. Provide CMS architectural solutions/designs to project execution teams for
implementation.

h. Coordinate and manage the CMS architecture, implementation, and modification
activities.

i. Work collaboratively with MC&FP's Government Team(s) to lead CMS transformation
planning, road mapping, and target state IT/IA system capabilities.

j. Provide full-scope support for the CMS microservice strategies and architecture
refinements.

k. Ensure that the CMS allows for session-based user authentication, leveraging MC&FP's
existing Single-Sign-On (SSO) application that utilizes Simple Object Access Protocol
(SOAP) / Web Services Security.

l. Ensure seamless integration of HTML 5-compliant modules (e.g., videos) and
appropriate HTML5 Application Programming Interfaces (APIs) (e.g., geolocation API
to allow for discovery of relevant services with or without need for user authentication).

m. Support Section 508 compliance and quality assurance throughout the CMS platform and
delivery.

n. Provide CMS-based search, crawling, trending, and analysis capabilities across all Government-identified websites and applications to allow for flexible and proficient search capabilities on the MC&FP online properties. This includes, but is not limited to, developing an Enterprise search architecture; developing and/or installating and configuring search SW and/or appliances; building custom connectors; documenting filters development; designing and implementing UIs to retrieve search results; developing custom crawlers; configuring and customizing relevancy; and providing the capability for event tracking that must support categories, actions, labels, values, non-interaction events, and implicit count.

C.5.3.2 SUBTASK 2 – AGILE IT WEBSITE AND APPLICATION DEVELOPMENT (INCLUDING SECDEVOPS PRINCIPLES)

The contractor, through use of Agile development processes, shall support the MC&FP IT Enterprise by creating new, expanding or enhancing existing MC&FP applications, tools, and websites in DISA and/or AWS GovCloud, as approved by and/or directed by MC&FP. The contractor shall provide Agile development support, including programming, testing, implementation, security, troubleshooting, and maintenance. The contractor shall provide status updates and reports as required for the Agile IT Website and Application Development activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 22**). Specifically, the contractor shall:

a. Manage, track, and prioritize the support requirements for MC&FP's information systems, applications, websites, and platforms.

b. Work collaboratively with MC&FP to identify, select, and execute appropriate Agile methodologies.

c. Actively solicit user requirements and prepare functional designs, to include system and data flow diagrams.

d. Develop, update, and maintain program/module specifications, operations requirements, security, and data requirements.

e. Develop user stories that describe technical requirements from the users' non-technical viewpoint. Include in the user stories the required behavior of each system in terms of input data, required processing, output data, operational scenarios (e.g., use cases), interfaces, and the attributes of the system, to include functionality, usability, reliability, performance, supportability, security, maintainability, auditability, availability, privacy, and design constraints.

f. Assist MC&FP stakeholders with website and application development functional requirements (user stories) and approval processes.

g. Generate MC&FP IT project governance artifacts (in conjunction with MC&FP stakeholders) as directed by the Government. These artifacts shall include, but are not limited to, MC&FP Project Charters, Project Blueprints, and Release Plans.

h. Lead product visioning and road mapping to develop a feature/enhancement backlog for MC&FP. The contractor shall manage those backlogs (by the contractor) and prioritize into sprints.

i. Recommend, implement, and manage Agile status reports, dashboards, metrics, and tracking reports on a weekly basis.

j. Influence MC&FP's continued adoption of new Agile techniques by coaching stakeholders and project teams on best practices and by compiling and presenting metrics that demonstrate measurable results.

k. Design, develop, secure, and modernize applications and integrated suites of applications, tools, and websites in DISA and/or AWS GovCloud.

l. The contractor shall provide programming and technical support for the MC&FP IT environment as it pertains to the following: ASP.NET, Apache Web Server, the Blackboard Learn Ultra Learning Management System (LMS) API, CSS, XHTML, XML, HTML, PHP, IIS Web Server, Tomcat, JAVA, JAVA Script, JSP, Linux Bash shell scripting, Microsoft Active Directory, Microsoft Exchange, Microsoft MVC.NET, Microsoft PowerShell, Microsoft Structured Query Language (SQL) Reporting Service, Microsoft SQL Server, Microsoft Transact-SQL, Microsoft Web Application Proxy Server, Microsoft Web Deploy, MySQL Database Administration, Oracle APEX, Oracle Database, Oracle HTTP Server, Oracle PL/SQL, Oracle WebLogic, Red Hat Enterprise Linux, SQL, Windows PowerShell scripting, Windows Server, and WordPress.

m. Contribute to the development of application requirements, designs, and solutions using various programming languages and/or tools, tests, and quality assurance.

n. Develop and implement Government-approved applications, interfaces, UX, and online resources based on continually evolving MC&FP mission requirements.

o. Develop and implement application development and migration plans.

p. Engage and/or lead sprint planning meetings, identify appropriate user stories for the sprint, and establish user-acceptance criteria for the user stories.

q. Recommend, obtain Government approval for, implement, and utilize code integrity, code reuse, and management tracking utilities.

r. Ensure that staged applications can/will run if production is down or offline.

s. Ensure that production applications can/will run if staging is down or offline.

t. Design and develop mobile applications for iPhone and/or Android, including server-side APIs (**Section F, Deliverable 38**).

u. In collaboration with MC&FP, define functional specifications for mobile applications.

v. Implement multi-device application features as part of interactive Agile development processes.

w. Research, adopt, and integrate new mobile technologies.

x. Collaborate with the Government to develop test plans and ensure the successful deployment of mobile applications and updates.

y. Create high-performance front-end application interfaces.

z. Conduct unit testing, verification and validation, deployment, and maintenance of MC&FP IT platforms.

aa. Develop and configure MC&FP's applications utilizing modern, mobile, and cross-compatible architectures.

bb. With MC&FP approval, utilize Open Source Software Solutions (OSSS) and technologies where possible.

cc. Conduct UX research and design and incorporate human-centered design and UX design practices.

dd. At the request of the Government, employ short (approximately two week) Agile sprints to continually demonstrate quick wins to the Government, with tangible, empirically based view of progress at the end of each sprint.

ee. Develop, catalog, maintain, and secure all source code as property of the Government as directed by the Government.

ff. Ensure source code is uploaded daily to a secure Federal Risk and Authorization Management Program (FedRAMP) authorized repository for multi-use and continual evaluation.

gg. Perform/execute application testing, quality assurance, deployments, patches, and upgrades.

hh. Ensure compliance with MC&FP Configuration Management and Configuration Control Plan, Policy, and Procedures (CMP3) **(Section J, Attachment GG)**.

ii. Incorporate Continuous Integration and Continuous Deployment (CI/CD) methodologies and approaches;

jj. Create and maintain Agile SOPs and release documentation as directed by the Government.

kk. Provide desk-side and group training sessions and materials to help non-technologists know/understand the Agile Framework and the tools/technologies therewith as directed by the Government.

ll. Integrate and leverage MC&FP's session-based user authentication and SSO capabilities using SOAP/WS-Security.

mm. Work collaboratively with MC&FP to develop and execute comprehensive test plans and test cases to verify functionality, data integrity, security, and overall usability within 30 days of PS, and updated annually.

nn. Perform impromptu or frequently scheduled design spikes with MC&FP Government and/or developer (contractor) personnel to implement solutions in a highly Agile way.

oo. Ensure coverage of SW requirements via contractor development of Functional Requirements Documentation (FRD) and Requirements Traceability Matrices (RTMs).

pp. Mitigate test findings and/or detected "SW bugs" within 24 hours of identification.

qq. Develop and, with Government approval, execute a plan for continual application usability testing, including, but not limited to, addressing purpose, methodologies, and participants.

rr. Conduct continual usability and quality spot testing to examine aspects of design decisions, system performance, and functionality. Document key findings and recommendations from the spot testing.

ss. Synthesize usability and quality testing results and socializing them with MC&FP's content development, product, IT/IA, and design teams within 90 days of PS, and updated annually.

tt. Recommend, implement, and manage Agile status reports, dashboards, metrics, and tracking reports

C.5.3.3 SUBTASK 3 – APPLICATION PORTFOLIO USER INTERFACE/USER EXPERIENCE (UI/UX) DESIGN SUPPORT

While adhering to the MC&FP UI/UX standards and guidelines, as well as DoD, Federal, and industry best practices, the contractor shall provide support for the design of the UI/UX of the MC&FP application portfolio. The contractor shall provide status updates and reports as required for the Application Portfolio UI/UX Design activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 23**). Specifically, the contractor shall:

a. Incorporate responsive design principles to ensure a high-quality UX irrespective of device, region, enclave, or platform.

b. Employ intuitive and attractive UX and interfaces to ensure interactive and engaging user session(s).

c. Integrate MC&FP mission goals and objectives with UI/UX best practices and realistic development expectations, thereby delivering highly intuitive UX.

d. Facilitate meetings with a variety of product managers, engineers, and end users to ensure accurate capturing of functional UI/UX requirements.

e. Translate complex business requirements into storyboards, detailed user flows, wireframes, visual design mockups, process flows, and sitemaps to effectively conceptualize and communicate detailed interaction behaviors on a monthly basis.

f. Approach design decisions as hypotheses and leverage data to measure and learn how those decisions effect product outcomes.

g. Conduct layout adjustments based on user feedback and testing.

h. Assemble collected functional UI/UX requirements into design deliverables.

i. Execute all visual design and UI/UX stages from concept to engineering hand-off.

j. Create and present UI/UX assets and behaviors using digital sketches, clickable prototypes, empathy maps, personas, wireframes, final mock-ups, or any format that effectively communicates concepts on a monthly basis.

k. Work collaboratively with MC&FP Government and/or developer (contractor) personnel to create pattern libraries and modern front-end UIs that perform strongly.

l. Work collaboratively with the Government and provide recommendations for the acceptance or mitigation of identified issues and risks associated with requirements pertaining to the MC&FP application portfolio.

m. Ensure seamless integration of HTML5-compliant modules (e.g., videos) and exploit HTML5 APIs (e.g., geolocation API to allow for discovery of relevant services with or without need for user authentication).

n. Proactively identify methods to maximize UI/UX application speed and scalability.

o. Develop and manage user stories in support of MC&FP's product backlog. In coordination with Product and Technology Leads, the contractor shall frame design solutions as user stories for the product backlog.

p. Perform comprehensive quality assurance and usability testing as part of user-story acceptance.

q. Create and modify designs to ensure maximum usability of the system.

r. Conduct monthly and on-demand UI/UX performance testing and benchmarking through utilization of open-source web development tools on a monthly basis.

s. Ensure that UI/UX designs support low bandwidth, high latency connections (e.g., Navy ship or in-theater user).

t. Develop and maintain detailed UI/UX design documentation.

u. Recommend enhancements to new and existing information architecture and navigation strategies as they pertain to MC&FP applications.

v. Recommend continual areas for UI/UX improvement and optimization.

w. Integrate a myriad of usability and quality testing approaches including, but not limited to, functional testing, systems integration testing, regression testing, user acceptance testing, performance testing, browser compatibility, and security testing.

x. Research identify and document requirements, make recommendations, and onboard an application to host the Office of Special Needs' EFMP customer survey tool. The contractor shall deploy EFMP survey in either COTS or MC&FP enclave.

C.5.3.4 SUBTASK 4 – API DEVELOPMENT, MANAGEMENT, AND SUPPORT

The contractor shall develop and manage APIs that support MC&FP's mission initiatives and enable functional interaction with both the target audience and MC&FP mission partners. The contractor shall provide status updates and reports as required for the API Development, Management, and Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 24**). Specifically, the contractor shall:

a. Develop a public-facing RESTful API (**Section F. Deliverable 39**) to provide for public read/write database access with well-documented endpoints (e.g., functionalities such as full-text search and content filtering) within 180 days of PS, and updated annually.

b. Implement secure RESTful services supporting a variety of web clients and mobile applications.

c. Develop APIs for a variety of MC&FP's data-driven systems as outlined in **Attachment KK** and assist MC&FP in continual transformation efforts.

d. Design, build, test, and deploy high-performing, secure, cloud-based APIs and multi-tenant service-oriented architectures.

e. Develop reports and metrics to monitor API usage and load (overall hits, completed transactions, number of data objects returned, amount of compute time and other internal resources consumed, and volume of data transferred) on a monthly basis.

f. Analyze and tune application performance, with a focus on API service/message throughput and latency.

g. Adhere to the MC&FP standards and conventions for the MC&FP API platform and help drive future conventions.

h. Propose, build, and deliver API Proofs of Concept (**Section F, Deliverable 40**) on a monthly basis.

i. Continually improve the quality and expansiveness of MC&FP's APIs and assist in establishing best practices/processes.

j. Partner with MC&FP's Application Development teams to help drive the adoption and use of APIs.

C.5.3.5   SUBTASK 5 – DOD INFORMATION ASSURANCE (IA) SUPPORT

The contractor shall provide diverse IA services that enforce, comply with, and support DoD, DISA, U.S. Cyber Command, and MC&FP cybersecurity and IA directives, policies, and procedures. The contractor shall provide a wide range of technical, functional, and managerial services necessary to ensure the secure operation of MC&FP's systems and applications. This support shall include, but is not limited to, National Institute of Standards and Technology (NIST) Risk Management Framework (RMF) Support, security architecture support, ensuring compliance (DISA Security Technical Implementation Guides (STIGs), NIST 800 Series Controls, etc.), IA vulnerability assessment, threat and remediation reporting, IA Human Capital Training and Certification Compliance (DoD Directive (DoDD)) 8140.01 & DoD 8570.01-m) reporting, Inter-Agency Cybersecurity Service Provider (CSSP) coordination, incident detection, reporting, response, tracking, and resolution of incidents detected, and IA metrics collection and reporting (including, but not limited to, Federal Information Security Management Act (FISMA)). The contractor shall provide status updates and reports as required for the DOD IA Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 25**).

a. In support of RMF for MC&FP's applications and systems, the contractor shall:

1. Conduct Assessment and Authorization (A&A) activities utilizing the NIST RMF process, to ensure that MC&FP's systems and applications are compliant with DoD/NIST security control requirements.

2. Ensure that all MC&FP's Enterprise Mission Assurance Support Service (eMASS) artifacts and evidence are developed, maintained, and integrated into the Authority to

Operate (ATO) packages for assessment and Authorizing Official (AO) decision purposes on a monthly basis.

3. Utilize MC&FP's Security Assessment Plan (SAP) Template in support of the AO's duty to review and approve the RMF SAP.

4. Ensure that STIGs are identified, applied, and functionally operational on all MC&FP systems and applications, and report on this compliancy on a monthly basis.

5. Ensure compliance with MC&FP, DoD, DISA, and U.S. Cyber Command requirements.

6. Analyze MC&FP's IA needs/requirements, develop recommendations, and implement appropriate solutions to comply with DoD/MC&FP standards.

b. In support of MC&FP security architecture, engineering, and compliance, the contractor shall:

1. Review all MC&FP system and application logs for malicious activity on a daily basis. The contractor shall alert the MC&FP CIO and IA Manager (IAM) upon of discovery of any malicious/abnormal findings.

2. Develop, update, and maintain security architecture, administration, and engineering white papers, SOPs, guides, manuals, and diagrams on a monthly basis.

3. Conduct research on IA products, services, protocols, and standards to continually deliver economies of scale and keep MC&FP abreast of new and enhanced industry developments on a quarterly basis.

4. Review, modify, develop, and adapt security policies based on challenges posed by a multi-tenant Government Cloud environment (AWS GovCloud).

5. Provide 24/7/365 Tier 3 security response support for resolution to any/all outage or out-of-parameter conditions within 15 minutes of occurrence.

6. Define, implement, and maintain secure server, storage, and application pathways.

7. Perform daily security log monitoring for Areas of Responsibility (AOR) resources to identify any possible intrusions. The contractor shall alert the MC&FP CIO and IAM within 30 minutes of discovery of any malicious/abnormal findings.

8. Perform IT/IA security installation(s), configuration, maintenance, and troubleshooting.

c. In support of continual monitoring, threat and vulnerability mitigation, and DoD compliance, the contractor shall:

1. Develop and provide SOP for Security Information and Event Management (SIEM) and provide recommendation and plan for implementation within 60 days of PS, update bi-annually.

2. Continually support vulnerability assessments, threat reporting, and remediation for the MC&FP IT Enterprise.

3. Participate in Government-led formal and informal code reviews to determine whether established application security requirements, security design concepts, and security-related specifications have been satisfied.

4. Support secure code inspections, application penetration testing, design and code analyses, and SW behavior investigations, on a monthly basis. The MC&FP SW Assurance Framework testing procedures/checklists are largely based on the Open Web Application Security Project (OWASP) Application Security Verification Standard Project (ASVS), the OWASP Software Assurance Maturity Model (SAMM), the Institute for Defense Analyses (IDA) developed Software Assurance State-of-the-Art Resource (SOAR), and the Building Security in Maturity Model (BSIMM).

5. Research, identify, recommend, and with Government approval, implement and maintain a continual (STIG, etc.) standards-based security assessment platform/capability across the MC&FP IT Enterprise. This requirement shall be in addition to the DoD requirement to conduct DISA Security Content Automation Protocol (SCAP) audits. The contractor (as part of its proposal) shall identify an approach to this challenge, including, but not limited to, the use of third-party tools. Within 20 days of PS, the contractor shall provide a full-scope (All-STIGs) IA SCAP Report for target cloud environments to establish a baseline.

6. Ensure that DISA STIG audit results and the results of the continual assessments performed are provided to the Government on a weekly basis in two formats: (1) the raw output without edit or omission, and (2) a contractor developed, formatted, and submitted weekly Threat Report**.**

d. In support of MC&FP's CSSP (as described in **Section H.7.2.2**) relationship with the Army Research Lab (ARL) and the intended outcomes of the CSSP Services, the contractor shall:

1. Ensure continual awareness and compliance with MC&FP's documented and approved Incident Response Procedural Guide.

2. Collaborate with MC&FP's CSSP to identify, defer, monitor, and investigate potential and actual intrusions.

3. Collaborate with MC&FP's CSSP to conduct all-source intelligence assessments, packet and log analysis, vulnerability analyses, and risk evaluations.

4. Collaborate with MC&FP's CSSP to follows proper procedures to preserve chain of custody for legal sufficiency review(s).

5. Coordinate with MC&FP Government and contractor SMEs to determine the severity and impact of compromised data and technology on MC&FP's capabilities and programs.

6. Analyze and recommend a new/updated SIEM capability for the MC&FP Enterprise, while ensuring CSSP compatibility with the recommended solution.

7. Immediately report any adverse and unusual findings to MC&FP's CIO, IAM, and IA Officer.

C.5.3.6   SUBTASK 6 – CONFIGURATION MANAGEMENT (CM) AND CONFIGURATION CONTROL (CC) SUPPORT

The contractor shall provide support for MC&FP CM and CC in accordance with the MC&FP CMP3 (**Section J, Attachment GG).** The contractor shall provide status updates and reports as required for the CM and CC Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 26**). Specifically, the contractor shall:

a. Continually catalogue, maintain, and update all MC&FP systems with the following data elements:

1. Unique identifier and/or serial number.
2. Information system with which the component is associated.
3. Configuration Item (CI) which the component is associated.
4. Type of information system component (e.g., server, application, database, etc.).
5. Component environment (e.g., production, pre-production, test/dev, etc.).
6. Relationships to/dependencies on other information systems.
7. Identification of any (SLAs) that apply to the component.
8. Manufacturer/model and/or virtual machine information.
9. Operating system type and version/service pack level.
10. Applicable common secure configurations (e.g., applied DISA STIGs).
11. Application SW version/license information.
12. Physical location (e.g., building/room).
13. Logical location (e.g., Internet Protocol (IP) address).
14. Media Access Control (MAC) address.
15. Owner, operator and users.
16. Operational status and/or Software Development Life Cycle (SDLC) phase.
17. Primary and secondary administrators.
18. Process documentation.
19. Reference Guides and Technical Manuals.
20. Current and maintained SOPs.
21. Current and maintained User Guides.
22. SW build documentation.

b. Ensure that SOPs and User Guides for all systems and applications are developed, cataloged, and updated on a bi-annual basis.

c. Update and maintain MC&FP's information system component inventory (**S**to include all CMP3 CIs (**Section J, Attachment GG**) within 60 days of PS, and updated quarterly.

d. Update and maintain MC&FP's secondary inventory of all existing MC&FP staff and public-facing websites and applications within 60 days of PS, and updated quarterly.

e. Institute and maintain a CM Database (CMDB) SW-based solution to ensure conformance to all the CMP3 requirements (**Section J, Attachment GG**), while also identifying, cataloging, and maintaining the associated MC&FP CIs (**Section J, Attachment II**). A CMDB recommendation is to be provided within 30 days of PS.

f. Support and maintain five configuration baseline categories, to include a Functional Baseline (FB), design baseline, development baseline, product baseline, and common secure configuration baseline and ensure all baseline changes are approved by the MC&FP Configuration Control Board (CCB).

g. Ensure that all system, network, application, security changes, change requests, and SOPs utilize the MC&FP Request for Change (RFC) Template.

h. Develop and execute system testing and implementation plans, test specifications, and test cases for all system, network, security, and application changes.

i. Ensure personnel (to include subcontractors) are fully briefed on "Emergency CCB" procedures and requirements, as detailed in the CMP3 (**Section J, Attachment GG**).

j. Participate in the MC&FP CM Audits (CMAs) in support of DoDI 8500.01

k. Participate in MC&FP CM Reviews (CMRs).

C.5.3.7 SUBTASK 7 – SYSTEM ARCHITECTURE, ADMINISTRATION, AND ENGINEERING SUPPORT

In support of MC&FP's high-availability enclaves, the contractor shall operate, troubleshoot, install, upgrade, monitor, manage, secure, and maintain high-availability virtualized systems and application environments for MC&FP. The contractor shall support MC&FP's 24/7/365 system architecture, administration, and engineering support requirements. The contractor shall provide status updates and reports as required for the System Architecture, Administration, and Engineering Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 27**). Specifically, the contractor shall:

a. Analyze MC&FP's system needs/requirements, develop recommendations on a monthly basis, and implement appropriate solutions to meet the Government's needs and comply with DoD and MC&FP standards.

b. Execute daily system and application checks to include connectivity checks, services checks, event log reviews, storage utilization, and daily backups. The results of the daily checks shall be recorded in the MC&FP TAR Platform by 9:00 a.m.

c. Develop, update, and maintain system architecture, administration, and engineering white papers, SOPs, guides, manuals, and Microsoft-Visio-based diagrams on a monthly basis.

d. Conduct research on system and application products, services, protocols, and standards to continually deliver economies of scale and keep MC&FP abreast of new and enhanced industry developments.

e. Maintain high-availability for MC&FP applications, servers, and data storage.

f. Ensure rapid response to MC&FP patch management requirements by assessing risk, devising a plan, and executing plans for all servers, server components, applications, and

other infrastructure elements in accordance with MC&FP's CMP3 (**Section J, Attachment GG**). The System Patch Management Plans shall be provided within 60 days of PS, and updated bi-annually.

g. Identify, manage, and maintain 24/7/365 detection, logging, alert, and notification capabilities, thereby proactively detecting systems and application problems.

h. Provide 24/7/365 Tier 3 response to all system and application-level outages or out-of-parameter conditions within 15 minutes of occurrence and ensure email notification to MC&FP TPOC upon initiation of response.

i. Define, implement, and maintain secure server, storage, and application pathways.

j. Perform IT infrastructure installation(s), configuration, maintenance, and troubleshooting.

k. Perform IT security installation(s), configuration, maintenance, and troubleshooting.

l. Ensure IT/IA security compliance with MC&FP, DoD, DISA, and U.S. Cyber Command requirements.

m. Manage and maintain MC&FP's server and storage infrastructure credentials.

n. Validate daily backup operations ensuring all required file systems and system data are successfully backed up to the appropriate media.

o. Create, modify, and delete user accounts as required.

p. Work collaboratively with other team members and the Government to rapidly address, isolate, and resolve issues, no matter the root cause.

q. The contractor shall deploy DS Logon across MilitaryOneSource.mil and MilLife Learning (**Section F, Deliverable 53**).

C.5.3.8 SUBTASK 8 – NETWORK ARCHITECTURE, ADMINISTATION, AND ENGINEERING SUPPORT

The contractor shall support MC&FP's 24/7/365 network architecture, administration, and engineering support requirements, and the operation of the MC&FP IT Enterprise. The contractor shall provide status updates and reports as required for the Network Architecture, Administration, and Engineering Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 28**). Specifically, the contractor shall:

a. Perform network infrastructure installation(s), configuration, maintenance, and troubleshooting.

b. Execute daily networking checks to include connectivity checks, service checks, log reviews, and daily backups. The results of the daily checks shall be recorded in the MC&FP TAR Platform by 9:00 a.m.

c. Analyze MC&FP's networking needs/requirements, develop recommendations, and implement appropriate solutions to meet the Government's needs and comply with DoD/MC&FP standards on a monthly basis.

d. Continually develop, update, and maintain network architecture, administration, and engineering white papers, SOPs, guides, manuals, and Microsoft-Visio-based diagrams on a monthly basis.

e. Conduct research on networking products, services, protocols, and standards to continually deliver economies of scale and keep MC&FP abreast of new and enhanced industry developments.

f. Ensure high availability of MC&FP's critical network components.

g. Review, modify, develop, and adapt security policies based on challenges posed by a multi-tenant Government Cloud environment (AWS GovCloud).

h. Ensure rapid response to DoD/MC&FP patch management requirements by assessing risk, devising a plan, and executing plans (in accordance with MC&FP's CMP3 Framework) for all network-based components and Cloud infrastructure elements. The Network Patch Management Plans shall be provided within 60 days of PS, and updated bi-annually.

i. Identify, manage, and maintain 24/7/365 detection, logging, alert, and notification capabilities.

j. Provide 24/7/365 Tier 3 response to any/all outages or out-of-parameter conditions within 15 minutes of occurrence and ensure email notification to MC&FP upon initiation of response.

k. Define, implement, and maintain secure networking pathways.

l. Perform daily log monitoring of AOR resources to identify any possible intrusions.

m. Perform IT infrastructure installation(s), configuration, maintenance, and troubleshooting.

n. Perform IT/IA security installation(s), configuration, maintenance, and troubleshooting.

o. Ensure IT/IA security compliance with MC&FP, DoD, DISA, and U.S. Cyber Command requirements.

p. Manage and maintain MC&FP's network infrastructure credentials.

q. Validate daily backup operations ensuring all required file systems and system data are successfully backed up to the appropriate media.

r. Work collaboratively with other team members and the Government to rapidly address, isolate, and resolve issues.

C.5.3.9   SUBTASK 9 – IT AND CLOUD ARCHITECTURE SUPPORT

The contractor shall provide MC&FP with IT and Cloud (AWS GovCloud) architecture support, while ensuring compliance with the DoD Architectural Framework (DoDAF) v.2.02, as well as prevailing DoD CIO, DISA, and U.S. Cyber Command guidance. The contractor shall provide status updates and reports as required for the IT and Cloud Architecture Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 29**). Specifically, the contractor shall:

a. Analyze, design, support, and manage IT and cloud architectural roadmaps/design(s). The IT and Cloud Architectural Roadmaps and Designs are to be provided on a monthly basis.

b. Support the identification and integration of new technologies into MC&FP's cloud enclave. The contractor shall research and analyze new and emerging technologies at the request of the Government. The contractor shall conduct comprehensive IT/IA impact assessments of HW/SW updates and new technologies on the current infrastructure.

c. Evaluate and recommend FedRAMP and FedRAMP+ DoD-compliant cloud services.

d. Architect, engineer, and deploy secure and robust Infrastructure as-a-Service (IaaS) and Software-as-a-Service (SaaS) capabilities.

e. Develop tools, resources, and documentation to enable MC&FP to resolve customer issues, to include complex technical scenarios dealing with the cloud architecture.

f. Serve as advisors to MC&FP on the latest IT and cloud architecture trends and issues.

g. Work collaboratively with multidisciplinary IT and non-technical teams to respond to system failure(s) and/or technical difficulties.

h. Define conceptual and physical architectures, develop proof of concepts, and determine the application components required for MC&FP IT Enterprise initiatives.

i. Work collaboratively with multidisciplinary IT and non-technical teams to architect, develop, and implement application development and migration plans for next-generation IT systems.

j. Continually recommend enhancements to MC&FP's information architecture strategies. The contractor shall develop and provide Rollback Plans and Strategies ten business days in advance of any major architecture change or system deployment.

C.5.3.10 SUBTASK 10 – DATABASE ADMINISTRATION AND ENGINEERING SUPPORT

The contractor shall provide support for Oracle, MySQL, and Microsoft SQL database administration and engineering. The contractor shall provide comprehensive management, administration, documentation, and support of database, clustering, and replication infrastructures across MC&FP's development/test, pre-production, production, and Continuity of Operations (COOP) environments. The contractor shall provide status updates and reports as required for the Database Administration and Engineering Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 30**). Specifically, the contractor shall:

a. Design, articulate, and with the Government's direction, translate logical designs into specific DoD Information Enterprise Architecture (IEA) data models for new and changing applications on a monthly basis.

b. Refine physical and logical database designs to meet system storage requirements and support evolving functional and security needs on a monthly basis.

c. Identify and analyze cloud computing requirements as they pertain to databases.

d. Plan the design and deployment of new technologies to be utilized with upgrades and/or consolidations.

e. Document MC&FP's physical and logical database designs and implementations.

f. Develop database documentation, to include data standards, entity relationship diagrams, procedures and definitions for MC&FP's data dictionaries (metadata) within 60 days of PS, and updated monthly.

g. Identify industry best practices for database optimization, performance, and efficiency, and manage implementation of said practices in accordance with MC&FP's CC requirements.

h. Proactively monitor database performance, while identifying database performance and tuning measures for MC&FP's applications, systems, and queries.

i. Conduct short- and longer-range capacity planning.

j. Create and maintain all MC&FP databases required for MC&FP's development/test, pre-production, production, and COOP environments.

k. Install new database versions, as required and authorized by the MC&FP CMP3.

l. Design, build, test, and administer all database objects, including tables, clusters, indexes, views, triggers, sequences, packages, and procedures.

m. Assist with impact analysis of any changes made to the database objects.

n. Control migrations of programs, database changes, reference data changes, and menu changes through the development life cycle.

o. Provide technical support to application development teams.

p. Enforce and maintain database constraints to ensure database integrity.

q. Manage sharing of data resources among applications.

r. Monitor data for anomalies (duplicates, non-conforming data, etc.).

s. Manage MC&FP's database backup/recovery, patching, and optimization activities.

t. Manage and test all database back-up and recovery procedures, plans, and media, and ensure that the storage, archiving, and recovery procedures are functioning correctly.

u. Manage MC&FP's database capacity to ensure readiness for any new and/or expanding mission applications.

v. Manage patch testing, deployment, and maintenance activities to ensure compliance with DoD security requirements, including, but not limited to, IAVulnerability Alerts (IAVAs) and STIGs.

w. Develop and maintain comprehensive documentation in support of system configuration and operation (system diagrams, application topology, data flow, SOPs, business processes, etc.) within 60 days of PS, and updated monthly.

x. Identify, manage, and maintain 24/7/365 detection, logging, alert, and notification capabilities, thereby proactively detecting database and application problems.

y. Provide 24/7/365 Tier 3 response to any/all database or application-level outage and/or out-of-parameter conditions within 15 minutes of occurrence. Ensure email notification to MC&FP upon initiation of response.

z.   Incorporate scripting languages to automate tasks.

aa. Troubleshoot and correct any issues related to the various source file loads.

bb. Assist in gathering reporting requirements and creating schemas that are optimized for reporting and business intelligence.

cc. Establish and document user access requirements for DISA and AWS GovCloud.

dd. Create management jobs to incrementally load new data into database tables.

C.5.3.11 SUBTASK 11 – TIER 1, 2, AND 3 CUSTOMER ASSISTANCE SUPPORT

The work to be performed under this task encompasses full spectrum Tier 1, 2, and 3 end-user Customer Assistance and Support. The contractor shall implement processes that clearly demonstrate that information will flow through one individual until customer satisfaction is achieved. The contractor shall provide status updates and reports as required for the Tier 1, 2, and 3 Customer Assistance Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 31**). Specifically, the contractor shall:

a.   Develop a SOP for Tier 1, 2, and 3 customer assistance operations within 60 calendar days of PS, and updated bi-annually.

b.   Provide 24/7/365 Tier 1 live-person customer assistance and support services for MC&FP's websites, systems, and applications.

c.   Provide 24/7/365 Tier 2 O&E / IT support when required to investigate and troubleshoot non-technical issues.

d.   Provide 24/7/365 Tier 2 and Tier 3 IT engineering support when required to investigate and troubleshoot issues.

e.   Utilize MC&FP's Application Messaging System (AMS) Platform to manage and route all Tier 1-3 user support actions.

f.   Support and manage all requests originating from a toll-free phone number provided to the contractor by the Government. The Government retains ownership of the phone number used.

g.   Support and manage all requests originating from a second toll-free phone number provided to the contractor by the Government. The second number shall specifically support users of the Military OneSource Case Management System.

h.   Ensure the telephone services provided can support three concurrent active calls, up to nine calls on hold, and voicemail capabilities for any caller.

i.   Acknowledge receipt of all customer assistance requests within two business hours.

j.   Notify users of system outages and establish/maintain a business process to ensure that any system outages, scheduled or not, are known and conveyed to users reporting problems.

k.   Perform account maintenance and setup activities, to include creating, modifying, and/or deleting user accounts in support of MC&FP account maintenance SOPs within 60 days of PS, and updated quarterly.

l.   Assist users in gaining access to their existing accounts (resets, lockouts, etc.).

m.   Develop and maintain a Tier 0 (self-service) knowledge base to allow for rapid lookups of common issues within 60 days of PS, and updated monthly.

n.   Analyze and recommend improvements to MC&FP's customer support methodologies.

o.   Prepare and submit monthly customer assistance and support metrics reports, to include the number of support queries received, number resolved, number pending, and summary of top 10 help trends.

C.5.3.12   SUBTASK 12 – BACKUP AND DISASTER RECOVERY SUPPORT

The contractor shall ensure the ability to restore MC&FP information system databases from valid backups. The contractor shall provide status updates and reports as required for the Backup and Disaster Recovery Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 32**). Specifically, the contractor shall:

a.   Work with MC&FP leadership to develop and/or refine backup and recovery strategies.

b.   Develop, refine, manage, and optimize MC&FP's full and incremental backup and recovery jobs for information systems, network devices, applications, and storage Logical Unit Numbers (LUNs).

c.   Develop, refine, and manage MC&FP's backup and recovery SOP documentation library within 90 days of PS, and updated bi-annually.

d.   Participate in 24/7/365 system monitoring, operational, and administrative IT tasks to ensure the proper functionality and usability of MC&FP's backup systems.

e.   Identify to the Government and eliminate any potential single points of failure.

f.   Notify the MC&FP CIO and IAM in writing of any failed backup jobs within two hours of the failure.

C.5.3.13   SUBTASK 13 – CONTINUITY OF OPERATIONS (COOP) SUPPORT

The contractor shall provide full-scope IT engineering support services to MC&FP during its IT COOP bi-annual "live-fire" exercises, table-top exercises, and activations. The contractor shall provide status updates and reports as required for the COOP Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 33**). Specifically, the contractor shall:

a.   Support restoration and reconstitution of the MC&FP network, server, and application infrastructures, cybersecurity control environments, database environments, data structures and any other IT/IA elements that may be required.

b.   Document all activities and identify deficiencies at the time of occurrence to the MC&FP Government Lead that will be coordinating COOP activities for the organization within 90 days of PS, and updated bi-annually.

   c. Ensure that all contractor personnel are regularly briefed and aware of their roles and responsibilities in accordance with the "MC&FP Information Technology Contingency and COOP Plan."

C.5.3.14 SUBTASK 14 – MONITORING, METRICS, AND KEY PERFORMANCE INDICATOR (KPI) SUPPORT

In moving towards IA programmatic optimization and in support of NIST Special Publication (SP) 800-55, the contractor shall first recognize that MC&FP is committed to ensuring that metrics, measures, and KPIs are established and maintained to yield quantifiable information (percentages, averages, and numbers) on a weekly basis. The contractor shall provide status updates and reports as required for the Monitoring, Metrics, and KPI Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 34**). Specifically, the contractor shall support MC&FP with the phases identified in the NIST SP 800-55 "Measures Development Process" as follows:

   a. Complete Phase #1 (Stakeholder Interest Identification) via interviews, brainstorming sessions, and mission statement reviews. Propose a methodology to ensure comprehensive coverage, analysis, documentation, and maintenance of these foundational elements.

   b. In support of Phases #2 (Goals), #3 (Objectives Definition), and #4 (Programmatic Reviews), the contractor shall work collaboratively with MC&FP to review existing documents, artifacts, and metrics, while identifying and documenting NIST/DoD-specific IA performance goals and objectives in an effort to guide and validate MC&FP's conformance to DoD and Federal standards, guidelines, regulations, and laws.

   c. In support of Phases #5 (Measurement Development), #6 (Prioritization), and #7, (Selection and Targeting), the contractor shall develop and assess formalized measures to track IA process implementation, IA efficiency/effectiveness, and IA mission impact(s). In direct association with NIST's guidance, the contractor shall work collaboratively with MC&FP to ensure that all measures and/or KPIs correspond to (NIST SP 800-53, Rev. 5) security control families, while concurrently allowing for a gauge of the performance of MC&FP's security control(s) and/or program. The contractor shall recommend qualitative and quantitative performance targets for each of the measures defined, thereby establishing true levels of effectiveness/efficiency.

Upon completion of the seven phases, the contractor shall work with MC&FP to prepare systems and applications for 24/7/365 metric/KPI data collection. The contractor shall recommend and implement automated means to collect data, analyze results, and ensure that the collected measures help MC&FP develop an understanding of its enterprise-wide system security, while identifying appropriate improvements and corrective actions.

The contractor shall work collaboratively with MC&FP to identify, define, prioritize, select, and implement monitors, metrics, and KPIs. The contractor shall:

   a. Ensure that MC&FP's production IT/IA systems meet or exceed availability metrics, per application/system, per month.

b. Implement, manage, and maintain 24/7/365 monitoring for uptime (availability) of MC&FP's full IT/IA asset base.

c. Implement, manage, and maintain 24/7/365 monitoring for system performance, application performance, database performance, network performance, and more. These monitors shall include, but are not limited to, utilization of Central Processing Unit (CPU), memory, data storage, and network interface capacity.

d. Implement, manage, and maintain monthly metrics, KPIs, and reports for planned downtime, unplanned downtime, mean-time to acknowledge outages and initiate recovery, and mean-time to repair and/or resolve outages.

e. Implement, manage, and maintain monthly metrics, KPIs, and reports for customer support total tickets, open tickets, median resolution windows, and ticket aging.

f. Implement, manage, and maintain monthly metrics, KPIs, and reports for IT projects delivered on-time, on-budget, and without defect(s).

g. Provide a "Zero Defects Usability and Quality Framework" report within 30 days of PS which illustrates the contractor's ability to manage and sustain IT, IA, and cyber projects pertaining to the development and maintenance of SW and applications. This report shall illustrate the contractor's ability to reduce or eliminate SW and application defects and errors prior to production utilization.

C.5.3.15   SUBTASK 15 – ENTERPRISE CONTENT MANAGEMENT SYSTEM (CMS) MIGRATION SUPPORT

The contractor shall provide support to convert and/or migrate the existing MC&FP CMS data from the Liferay CMS to a new What You See Is What You Get (WYSIWYG) authoring environment within 90 days of Government approved plan. The contractor shall ensure that reproduction of content is minimized and shall further ensure that the CMS is vendor supportable. The contractor shall provide status updates and reports as required for the Enterprise CMS Migration Support activities utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 35**).

C.5.3.16   SUBTASK 16 – FEDRAMP AND FEDRAMP+ CLOUD MIGRATION SUPPORT

The contractor shall provide support for the migration and deployment of MC&FP systems and applications to DoD Cloud Computing Security Requirements Guide (CC SRG)-compliant cloud solutions. The contractor shall ensure alignment and cohesion with DoD cloud migration mandates and requirements and develop full-scope services for the appropriate phases of cloud migrations (application mapping, migration planning and execution, and decommissioning). The contractor shall design, implement, and maintain multi-step migration roadmaps for testing and utilizing cloud applications and services. The contractor shall provide status updates and reports as required for the FedRAMP and FedRAMP+ Cloud Migration Support activities utilizing the TAR (Section H.18). The contractor shall develop and provide a monthly report summarizing activities completed for this subtask (**Section F, Deliverable 36**). Specifically, the contractor shall:

In seeking to establish Government oversight of the AWS GovCloud, the contractor shall:

a. Work collaboratively with MC&FP and DISA personnel to prepare a comprehensive timeline and programmatic plan for the migration of the MC&FP application portfolio within 30 days of the completion of Transition-In. The contractor shall migrate the MC&FP application portfolio within a timeframe established in the Government approved application migration plan. The contractor shall further ensure that the plan and timeline are sub-divided by application and information system, thereby providing the Government with an opportunity to phase the implementation (if warranted) by risk, operational window, and/or leadership needs.

b. Work collaboratively with the Government to architect the Impact Level 4 (IL4) operating environments in AWS GovCloud. The contractor shall apply an initial focus to non-production (Test, Development, Pre-Production, etc.) environments to identify and resolve potential gaps, thereby reducing risk to MC&FP.

c. Work collaboratively with the Government to obtain, analyze, and catalog IT/IA architecture drawings, application diagrams, and system metrics pertaining to the DISA and AWS GovCloud regions within 60 days of PS, and updated quarterly.

d. Work collaboratively with MC&FP and DISA personnel to obtain and analyze bandwidth and network traffic statistics for planning/projecting incoming and outgoing cloud bandwidth allocations on a monthly basis.

e. At the direction of the government, draft and submit proposed Ports, Protocols, and Service Management (PPSM) and Domain Name System (DNS) configurations and with Government approval, process the PPSM and DNS configurations for the "Enclave X" operating environment.

f. Work collaboratively with the Government to inventory IT assets within 20 days of PS. The contractor shall thoroughly identify the following areas:

   1. All operating environment(s) (production, pre-production, test/development, COOP).
   2. All operating system (deployed versions, revisions, patch level, etc.).
   3. All virtualized HW profiles (memory, CPU, storage, networking, etc.).
   4. All application and system dependencies and relationships.
   5. All installed SW and MC&FP applications.
   6. All SW license data and the status of maintenance for each.
   7. All DoD-compliant IA elements (HW, SW, Configurations, etc.).
   8. All (Open Systems Interconnection (OSI) Layers 1-7) network configurations.

g. Work collaboratively with MC&FP and DISA personnel to architect, build, test, and validate MC&FP Oracle Real Application Clusters (RAC) and non-Oracle clustered hosts in AWS GovCloud. The contractor shall provide Architecture Diarams and Deployment Plans for Implementation for Oracle RAC and Non-Oracle RAC Clustering within 20 days of PS, and monthly thereafter.

h. Coordinate with DISA to facilitate transfer of MC&FP operational VMs and initiate new builds with data transfer and integration pathways. DISA STIG implementations, control

overlays, and mandatory platforms (Host Based Security System [HBSS], etc.) shall be factored into the build-out, transition, validation, and testing activities.

i. Work collaboratively with MC&FP and DISA personnel to schedule, coordinate, and facilitate the data transfers, activation, and cutover to the target enclaves. The contractor shall provide the draft Data Transfer, Testing, Activation, and Cutover Plans and schedules within 30 days of PS, and provide the final plans and schedules within 60 days of PS.

j. Work collaboratively with the Government to conduct comprehensive security scans/assessments of the "Enclave X" operating environment.

k. Coordinate regularly scheduled and ongoing face-to-face meetings to discuss activities and findings, address questions, and obtain Government concurrence on the continued enclave establishment, transition planning, and execution. The contractor shall provide a meeting agenda within five business days prior to each meeting, and provide meeting minutes within two days after the meeting.

l. Attain MC&FP "Enclave X" Full Operational Capability (FOC).

m. Conduct Post-Go-Live review meetings (for 60 days subsequent to cutover) to address any issues and plan upcoming enhancements and support. The contractor shall provide a meeting agenda within two business days prior to each meeting, and provide meeting minutes within two days after the meeting.

C.5.4   TASK 4 – ADDITIONAL SUPPORT AS REQUIRED (OPTIONAL)

The success of MC&FP's O&E program is largely predicated on their ability to stay connected with the target audience through the audience delivery platforms. To appropriately maintain the effectiveness of these delivery platforms and manage the unpredictability associated with the trending and evolving delivery methods, MC&FP requires the capability to enhance existing delivery platforms and develop new ones.

The contractor shall provide support for the development of desktop and mobile-first websites and applications (**Section F, Deliverable 40**), including unanticipated enhancements of existing websites supporting MC&FP O&E initiatives. The contactor shall provide support for the development of native and hybrid applications (**Section F, Deliverable 41**), including unanticipated enhancements of existing native and hybrid applications supporting MC&FP O&E initiatives.

The Government anticipates that in Option Year Two, there will be a requirement to develop new and innovative O&E programs. The contactor shall provide support for the development of a Military Community Freelance Writing Program (**Section F, Deliverable 42**), an MC&FP Challenge Program (**Section F, Deliverable 43**), a Military Culture Training program (**Section F, Deliverable 44**), and a reoccurring MC&FP Podcast Program (**Section F, Deliverable 45**).

The contractor shall provide status updates and weekly reports for these optional activities as directed by the Government, utilizing the TAR (**Section H.18**). The contractor shall develop and provide a monthly report summarizing activities completed for this optional task (**Section F, Deliverable 37**).

These requirements are within the scope of this TO as described in **C.5.2 and C.5.3**, but require additional personnel to meet the additional LOE requirement. When the need for additional support is identified, the FEDSIM COR will notify the contractor and the Government will exercise the optional support CLIN.